



Annual Report 2024

This report of the public joint-stock company ALROSA (PJSC ALROSA, ALROSA, the Company) for 2024 covers the results of the operations of the Company and its subsidiaries, together referred to as ALROSA Group.

The terms "PJSC ALROSA", "ALROSA Group", "the Group", "ALROSA", "the Company" used in the report are considered equivalent and refer to ALROSA Group as a whole, PJSC ALROSA, and/or its subsidiaries, depending on the context.

PJSC ALROSA is the parent company of ALROSA Group and provides consolidated information for this report on the operating and financial activities of key business units and lines of business. This report has been prepared based on an analysis of the operating data of the consolidated IFRS indicators (unless specified otherwise).

In terms of information disclosure, this Report complies with:

- Federal Law No. 208-FZ dated 26 December 1995 "On Joint-Stock Companies";
- Federal Law No. 39-FZ dated 22 April 1996 "On the Securities Market";
- Bank of Russia Regulation No. 714-P dated 27 March 2020 "On Information Disclosure by Issuers of Issuable Securities";
- Bank of Russia Informational Letter No. IN-06-28/10 dated 27 December 2021 "On the Disclosure in the Annual Report of a Public Joint-Stock Company of a Report on Compliance with the Principles and Recommendations of the Corporate Governance Code";
- Resolution of the Government of the Russian Federation No. 1214 dated 31 December 2010 "On Improving the Governance of Joint-Stock Companies Whose Shares are in Federal Ownership, and of Federal Unitary Enterprises" as amended.

This 2024 Report of PJSC ALROSA has been tentatively approved by the Supervisory Board of PJSC ALROSA, Minutes No. 01/429-PR-NS dated April 14 2025. The accuracy of the data provided in the report has been confirmed by the Audit Commission.

Forward-looking statements

In addition to factual data for the past period, this report contains certain forward-looking statements. In particular, these include statements on the future results of production activity, plans and/or forecasts relating to future economic and financial indicators, goals and objectives of the Company regarding development plans, including target KPI values up to 2028 set forth in the Long-Term Development Program of ALROSA Group for 2024–2028 – subsection "[Achievement of key performance indicators](#)" of the section "Development Strategy", Chapter 2 "Strategic Report".

Statements about future results may include information on projected or expected income, earnings (loss), net profit (loss) in respect of shares, dividends, capital structure, and other financial matters. The content of such statements is anticipatory in nature, and is generally accompanied by words such as "expected", "presumed", "planned", "intended", etc. Forward-looking statements are inherently associated with risks and uncertainty, both in general and in particular aspects. There is a risk that actual future results may differ substantially from the plans, goals, expectations and intentions expressed in such statements, or may not be achieved due to a number of different factors.

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Message from the Chairman of the Supervisory Board

Dear shareholders,

The past year 2024 was a period of significant challenges and at the same time new opportunities for ALROSA. Despite growing external pressures, the Company proved its distinctive ability to adjust successfully to evolving market dynamics while preserving both financial and operational stability.

In 2024, the Company continued to apply a comprehensive approach to development. ALROSA met all of its social obligations, persisted in implementing all scheduled initiatives aimed at promoting the welfare of local communities, adopted cutting-edge technologies to mitigate environmental impacts and to maintain a high level of industrial safety.

Despite global uncertainties, ALROSA maintains strategic stability, builds production capacity and sets ambitious goals for the future. The needs of all stakeholders – from employees to shareholders – remain the Company's focus enabling it to move forward confidently and bolster its standing of the sector's leader.

A strong validation of this statement is that, in spite of extraordinary market pressures and difficulties, the Company distributed dividends for 2023 totaling RUB 14.9 billion. In 2024, ALROSA also paid dividends for the first half of 2024 in the amount of RUB 18.3 billion. On behalf of the Supervisory Board, I would like to thank the management and all employees of ALROSA for their dedicated work and invaluable contribution to the Company's development, as well as for the high level of professionalism shown in the performance of their tasks.

Anton Siluanov

CHAIRMAN OF THE SUPERVISORY BOARD OF PJSC ALROSA

Message from the Chief Executive Officer – Chairman of the Executive Committee

Dear ALROSA shareholders, investors and employees,

In 2024, the Company faced difficult market conditions caused by reduced purchases from the cutting sector of the diamond market. This, in turn, was linked to the accumulation of rough diamond reserves by cutting companies in previous years. In addition, ALROSA had to deal with nationwide inflationary trends affecting the overall economy. In response to these challenges, the Company focused on reducing costs and increasing the efficiency of all lines of business.

This Report reflects the results of ALROSA's efforts and the key activities in 2024.

Operational performance

In 2024, ALROSA produced 33.1 mln carats of rough diamonds maintaining its leading position among the world's major diamond mining companies. In the reporting period, ALROSA took steps to diversify its operations by acquiring a license to develop the Degdekanskoye gold ore field in the Magadan Region. This decision accurately demonstrates how the Company allocates shareholder capital towards projects with high rates of return.

Financial performance

Despite the challenges, our Company managed to maintain a stable financial position. For the reporting year, the Company's revenue amounted to RUB 244.1 bln, with EBITDA reaching RUB 78.6 bln. At the same time, the net debt / EBITDA indicator at the end of 2024 was 1.37x, meaning a low debt burden.

The conservative financial policy of ALROSA in 2024 proved its effectiveness, garnering high regard from investors as the Company managed to place two bond issues totaling RUB 70 bln at rates that outperformed those of other borrowers. According to the voting results, investors recognized ALROSA's work in this direction as one of the best in Russia. In addition, our Company was awarded the highest rating by the ACRA agency at the level of AAA(RU) in addition to the rating of the highest category from Expert RA.

Continued commitment to sustainability

In 2024, ALROSA fully implemented the action plan for 2024 under the Sustainability Programme for 2021–2025 and approved a new Sustainability Programme for 2025–2029. An external assessment of ALROSA's sustainability management system in the reporting year confirmed the maturity of the management system. The Company received a high sustainability rating, making it to the top five in Russia.

Staff care and development of regions of presence

In the reporting year, investment in the human resources remained ALROSA's key priority. Similar to previous years, the Company indexed salaries in a timely manner and provided employees with extensive opportunities for career growth and development of leadership competencies within ALROSA Group.

In 2024, ALROSA allocated about RUB 50 bln to the consolidated budget of the Republic of Sakha (Yakutia). The Company strictly met its commitments regarding social investments in its regions of operations, with the volume of such investments reaching RUB 4.9 bln by the end of 2024. The funds were used to develop the regional social infrastructure by modernizing healthcare and education, supporting the cultural sphere, renovating housing facilities and implementing housing construction programs. In the reporting year, ALROSA hired 6,600 people from the local population of the Republic of Sakha (Yakutia), 19% of the total headcount.

Environmental protection and climate action

In order to mitigate the negative environmental impact of its operations, the Company performs regular monitoring and production and environmental control of all its industrial facilities, as well as condition control and geomechanical monitoring of mothballed facilities in accordance with design documentation. 2024 saw ALROSA approve the Group's Environmental Strategy until 2035 and the ALROSA Group Climate Strategy until 2035. The Company implemented energy-saving measures in accordance with the Energy Efficiency Improvement Program, expanded cooperation with Rosprirodnadzor on law enforcement practices in the field of subsoil waste management, initiated new sustainable water management projects and continued to implement biodiversity conservation initiatives and support specially protected natural areas.

I wish to extend my appreciation to every member of our Company for their dedication and professionalism, which have been crucial in maintaining stability and fostering the sustainable development of the Company. I would like to express my gratitude to our business partners for their productive collaboration and their readiness to tackle challenging issues together. I trust that our unity and expert approach will empower us to accomplish even our most ambitious aspirations.

Pavel Marinychev

CEO – CHAIRMAN OF THE EXECUTIVE COMMITTEE, PJSC ALROSA

1 Company profile

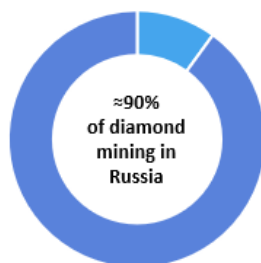
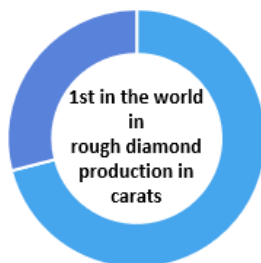
1.1 About the Company

ALROSA is a major diamond mining company, the global leader in terms of rough diamond production and diamond reserves.

The Company is engaged in diamond exploration, production and cutting, sales of rough and polished diamonds, diamond jewelry.

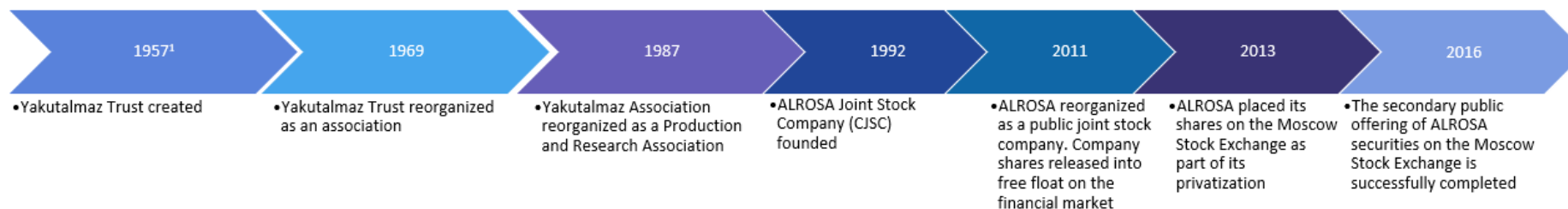
ALROSA's mining assets are located in the Republic of Sakha (Yakutia) and the Arkhangelsk Region. The Russian Federation, the Republic of Sakha (Yakutia) and municipalities of the Republic of Sakha (Yakutia) hold 66% of ALROSA shares. 34% of ALROSA shares are free float and traded on the Moscow Stock Exchange. The average annual capitalization was RUB 471 bln.

ALROSA pays considerable attention to sustainable development and is a party to the UN Global Compact. In 2024, the Company allocated 4% of its consolidated revenue for social initiatives and environmental protection measures.



1.2 2024 highlights

EBITDA	Capital investments	Revenue, including income from subsidies	
78.6 bln rubles	58.9 bln rubles	244.1 bln rubles	
Free cash flow	Capitalization ²	Reserves according to the standards of the State Reserves Commission of the Russian Federation as of 31.12.2024	Rough diamond production
-17.6 bln rubles	471 bln rubles	1.0 bln carats	33.1 mln carats
Employees ³	Social expenses ⁴	Taxes and mandatory payments	
35.0 thousand people	9.0 bln rubles	57.2 bln rubles	



¹ As Yakutalmaz Trust from 1957 and as joint-stock company ALROSA from 1992

² Average for 2024 (from 2 January 2024)

³ Average headcount

⁴ Including the Company's contributions to the non-state pension fund Almaznaya Osen (in April 2024, the fund was reorganized by merging into the Non-State Pension Fund GAZFOND Pensions)

1.3 Key events of 2024

8 February

ALROSA develops a Comprehensive Program for Environmental Protection and Environmental Safety for 2024–2028

The strategic document includes 10 areas related to the sustainable use of natural resources, minimization of environmental risks, prevention and reduction of negative environmental impacts in the regions of presence.

29 March

In collaboration with Alfa-Bank, ALROSA releases its first digital financial asset (DFA) based on an investment-grade diamond

The underlying asset was a rare fancy yellow cushion cut diamond weighing 11.49 carats. 100% of the DFAs had been purchased by investors before the official issue deadline.

15 April

Expert RA confirms ALROSA's credit rating at ruAAA with a stable outlook

The rating corresponds to the highest level of creditworthiness, financial stability and reliability of the issuer on the national scale.

24 April

A single processing division of the ALROSA Vilyuyskaya Geological Exploration Expedition is launched for diamond ore exploration

The new division combines previously disparate geology units from three processing plants in Mirny, Aikhal and Nakyn. The project investment was RUB 385 mln.

20 May

Dividends for 2023 are approved in the total amount of RUB 14.88 bln, or RUB 2.02 per share

The decision was taken at the annual General Meeting of Shareholders of ALROSA. Taking into account the dividends paid for the first half of 2023, the amount of dividends exceeded 50% of the net profit received based on the results of operations for 2023 (according to IFRS).

4 June

ACRA awarded ALROSA the highest credit rating AAA

The rating corresponds to the highest level of creditworthiness on the national scale. The outlook is stable.

Q1

Q2

16 July

ALROSA completes issuance of replacement bonds for Eurobonds worth USD 500 mln with an interest rate of 3.1% and maturity in 2027

The replacement bonds worth USD 198,416,000 were issued pursuant to Decree of the President of the Russian Federation No. 430 of 5 July 2022 "On Repatriation of Foreign Currency and Currency of the Russian Federation by Residents Participating in Foreign Trade Activities."

30 August

The Russian Institute of Directors (RID) confirms the high level of corporate governance at ALROSA

ALROSA was assigned the 8+ rating "Leading Corporate Governance Practices", according to the methodology of the National Rating of Corporate Governance (NRCG).

24 September

The Company completes the placement of a new issue of exchange-traded bonds worth RUB 45 bln, with a four-year maturity

The issue of exchange-traded bonds became the largest in the Russian market in the Company's history. The ACRA rating agency assigned the highest AAA(RU) rating to the bonds.

30 September

Dividends for the first half of 2024 totaling RUB 18.34 bln are approved (RUB 2.49 per share)

The interim dividends accounted for 50% of ALROSA's IFRS net profit for the first half of 2024. The decision was taken at an extraordinary General Meeting of Shareholders of the Company.

15 October

The Company completes the placement of an issue of exchange-traded bonds worth RUB 25 bln, with a maturity of 1.5 years

The exchange-traded bonds were assigned the highest rating of AAA(RU) by ACRA.

16 December

ALROSA is listed among the top ten companies in Russia in the ESG area, according to ACRA

26 December

ALROSA takes 4th place in the final RAEX ESG ranking for 2024

The ranking comprises 144 companies from Russia, Kazakhstan and Mongolia, including 21 mining companies.

Q3

Q4

1.4 Corporate governance

ALROSA’s system of corporate governance is aimed at comprehensive protection of the rights and interests of shareholders and maintaining trusting relations with all groups of stakeholders.

The Company has a Corporate Governance Code, which fully complies with Russian laws, recommendations of the Bank of Russia and international corporate governance standards.

ALROSA follows the principles set forth in the Corporate Governance Code and makes every effort to ensure that the Company’s officials, employees and partners comply with them.

3 out of 15 (20%)

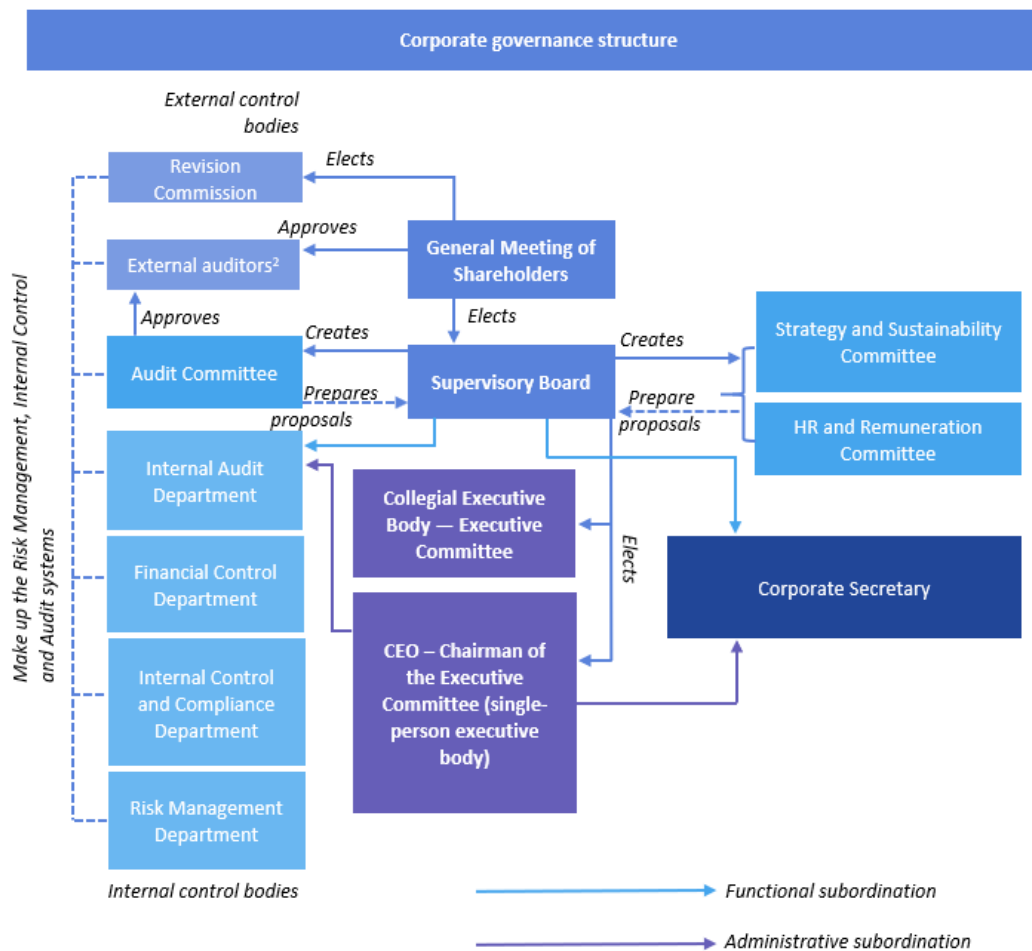
members of the Supervisory Board are independent directors

NRCG¹ 8+ (out of 10)

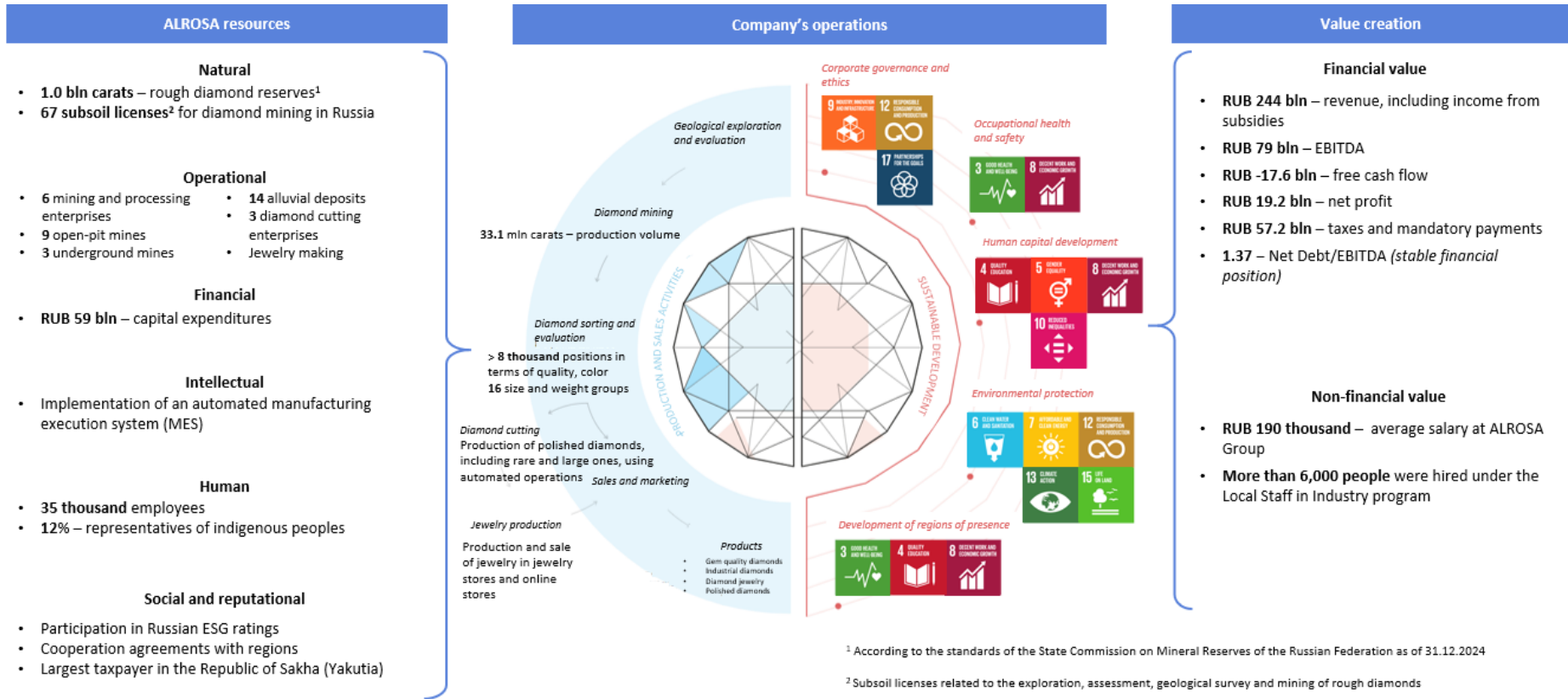
Leading Corporate Governance Practices (the updated methodology)

¹ The National Rating of Corporate Governance from the Russian Institute of Directors

² According to the decision of the annual General Meeting of Shareholders of PJSC ALROSA from 20.05.2024, Limited Liability Company FBK was appointed as the auditor of PJSC ALROSA to perform the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the Russian accounting standards and the consolidated financial statements of ALROSA Group prepared in accordance with the International Financial Reporting Standards for 2024



1.5 Business model












Strategic goals of ALROSA Group	<ul style="list-style-type: none"> Focus on the rough diamond business Replacing declining mineral resources to ensure the long-term growth of ALROSA Group 	<ul style="list-style-type: none"> Raising labor productivity by continuously improving production processes and implementing new technologies 	<ul style="list-style-type: none"> Ensuring sustainable development through compliance with high standards of the industrial and environmental safety culture and high social responsibility in all regions of operations 	<ul style="list-style-type: none"> Fostering consumer demand for natural diamonds by developing new sales channels and markets Gradual exit from non-core businesses
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1.6 Geography of main production assets

Extensive production facilities

- 6 mining and processing divisions
- More than 20 primary and alluvial diamond deposits under development
- Europe's largest cutting complex
- Own jewelry production

More than 60 structural divisions, subsidiaries and associates

	Mining and processing
	Sorting, evaluation and sales
	Project activities
	Research and innovation
	Exploration Complex
	Cutting and polishing
	Jewelry production
	Management
	Development of a gold ore deposit



2 Strategic report

[Market overview](#)

[Development Strategy](#)

[Investments](#)

[Performance improvement](#)

[Information security](#)

No. 1 in the world in terms of rough diamond production (in carats)

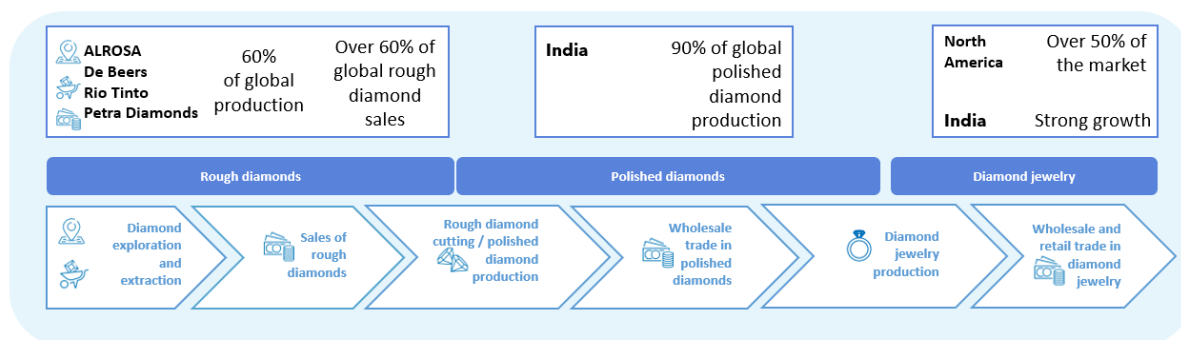
Over 20 automation and digitalization projects completed

2.1 Market overview

Russia ranks first globally in terms of the volume and value of rough diamonds produced. ALROSA accounts for about 90% of rough diamond production in Russia in physical terms. The Company's diamond mining operations also extend to other countries (exploration is underway there).

In 2024, ALROSA Group produced 33.1 mln carats of rough diamonds maintaining its leading position among the world's major diamond mining companies.

Figure 1. Global diamond market in 2024

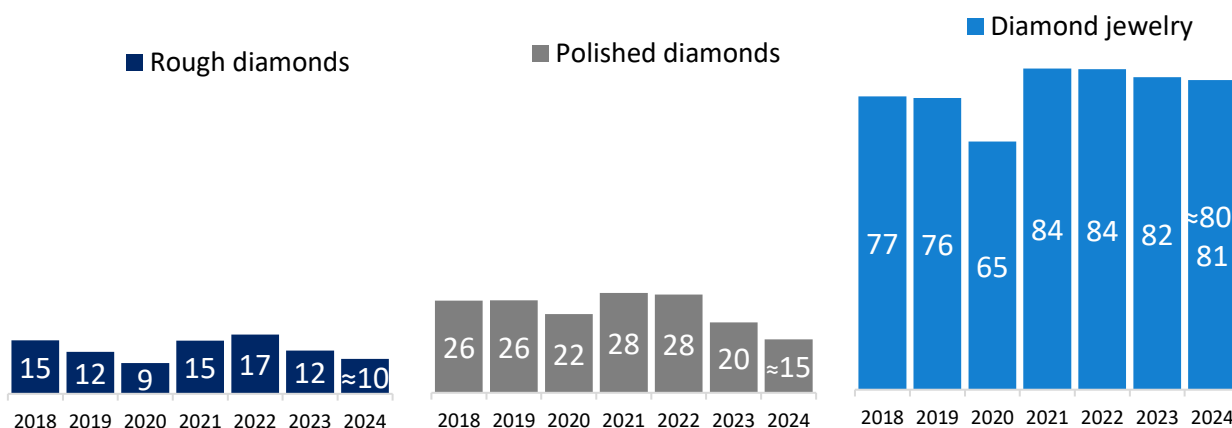


In 2024, global rough diamond production is estimated to have declined by 6% versus 2023 to approximately 105.2 mln carats. At the same time, global rough diamond sales fell to 91 mln carats, with ALROSA Group and De Beers being primarily responsible for the decline.

Following a significant increase in sales after the end of the COVID-19 pandemic, the rough and polished diamond market was in the correction phase in 2023–2024, largely due to the accumulation of a significant volume of polished diamond inventories in the diamond cutting and polishing segment, as well as the normalization of demand for jewelry products. The growth in polished diamond inventories beyond what the retail market required resulted in lower prices.

These factors led to the stagnation of the global diamond market for most of 2024 and a decrease in sales volumes at all market segments relative to 2023. By the end of 2024, global sales of diamond jewelry showed a moderate decline of -2% to \$81 bln. Global sales of polished and rough diamonds fell to about \$15 bln and \$10 bln, respectively.

Figure 2. Value structure of the diamond industry, \$ bln¹



¹ The 2024 data are based on preliminary estimates

2.1.1 Main competitors

In key diamond-producing countries, diamonds are mined by large mining companies, the exception being some African countries (in particular, the Democratic Republic of the Congo) where small companies and artisanal miners are engaged in this business.

De Beers	De Beers mines diamonds in Botswana, South Africa, Canada and Namibia. In 2024, it produced 24.7 mln carats.
Rio Tinto	A public diversified mining company engaged in exploration, production and processing of minerals. The diamond segment of the Rio Tinto business is represented by the Diavik deposit in Canada. In 2024, Rio Tinto produced 2.8 mln carats of rough diamonds.
Petra Diamonds	A public diamond mining company developing diamond deposits in South Africa and Tanzania. In 2024, it produced 2.7 mln carats of rough diamonds.
Sociedade Mineira de Catoca	The largest mining company in Angola engaged in the exploration, production and sale of rough diamonds. In 2024, Catoca's diamond production volume was approximately 7 mln carats.

In 2024, the volume of rough diamond production by the five main companies, which, according to Kimberley Process statistics, provide about 70% of global production, decreased by 12% year-on-year due to a reduction in supply volumes from leading companies. According to preliminary estimates, ALROSA Group accounted for about 31% of global rough diamond production in physical terms in 2024, making it the world's leader in diamond production volumes.

Figure 3. Global rough diamond production, mln carats²

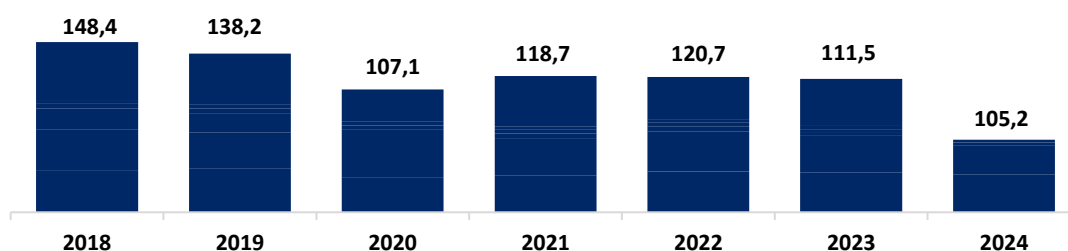
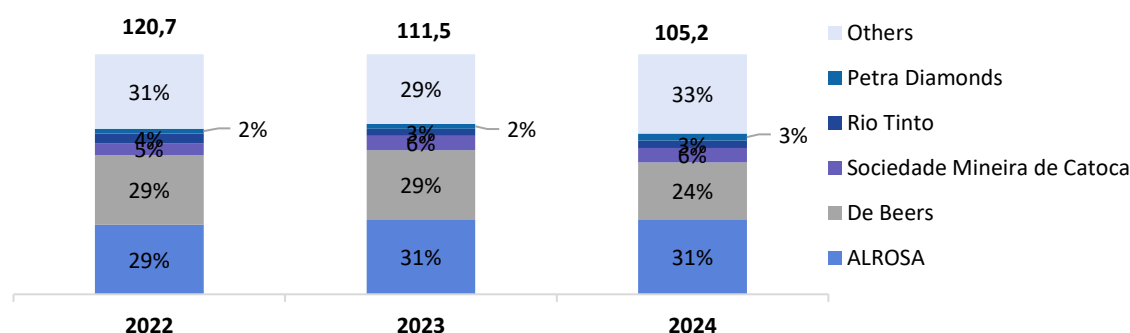


Figure 4. Major companies' shares of global rough diamond production, %³



Company	Events
De Beers	<ul style="list-style-type: none"> De Beers presented an updated development strategy involving: <ul style="list-style-type: none"> the discontinuation of the production of synthetic diamonds for its Lightbox jewelry brand as the company's LGD production sites will be converted to focus on creating synthetic diamonds for industrial purposes; suspension of all operations in Canada (except for Gahcho Kue), prioritization of investments in high-yield projects in South Africa and Botswana, sales of non-diamond assets;

² Source: company reports, Kimberley Process 2024 (preliminary data)

³ Source: company reports, Kimberley Process 2024 (preliminary data)

	<ul style="list-style-type: none"> ○ preparation for IPO in 2025–2026.
Rio Tinto	<ul style="list-style-type: none"> • De Beers and the Government of Botswana completed negotiations regarding a renewed agreement on the sale of rough diamonds and the extension of mining licenses. The relevant licenses of Debswana Diamond Company were extended for 25 years (until 2054) and the sales agreement for Debswana’s rough diamond production was extended for 10 years (with the possibility of extension for another five years). • Rio Tinto commissioned the A21 underground mine, part of the Diavik Diamond Mine (Canada). At the same time, the company continued to prepare for the closure and remediation of Diavik mine site, where commercial production is to end in 2026 (the closure will last until 2029). • Rio Tinto completed the installation of a 3.5 MW solar power plant at the Diavik Diamond Mine. The solar power plant will provide up to 25% of Diavik’s electricity during the closure.
Petra Diamonds	<ul style="list-style-type: none"> • Petra Diamonds sold the Koffiefontein deposit to Stargems Diamond Group. On completion of the sale, Petra Diamonds terminated its environmental restoration and maintenance obligations with respect to Koffiefontein. However, Petra Diamonds will continue to finance some of Koffiefontein’s social projects, for which the company had assumed obligations previously.
Sociedade Mineira de Catoca	<ul style="list-style-type: none"> • The main shareholder, Angolan state-owned diamond miner Endiama, is considering the possibility of switching to underground production at the Catoca deposit to extend the life of the deposit after ending open-pit mining in 2037.
Lucara Diamond	<ul style="list-style-type: none"> • Lucara Diamond recovered an exceptional 2,492 carat diamond from its Karowe Diamond Mine in Botswana. The diamond became the second largest in the history of mining. It was detected and recovered by the Company’s Mega Diamond Recovery X-ray Transmission technology. This technology has been used by the company since 2017 to identify and preserve large diamonds.

2.1.2 Trends in the global diamond market in 2024

Natural diamond jewelry market

The diamond jewelry market is part of the global jewelry industry. The absolute leaders in diamond jewelry consumption are the USA, China and India, which account for more than 2/3 of the total sales of such products worldwide.

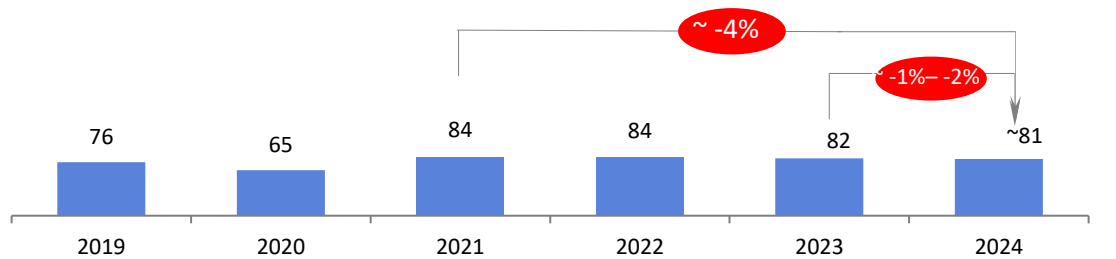
In 2024, the U.S. remained the largest market for diamond jewelry consumption (about 50% of global demand). However, in the reporting period, the region’s diamond jewelry market was characterized by stabilization of demand due to consumer caution regarding expensive purchases, but with the level of spending on jewelry exceeding the values of the period before the COVID-19 pandemic.

In China, amidst the highest gold jewelry prices and macroeconomic uncertainty during the reporting period, there was a noticeable drop in jewelry sales. The shift in the geography of luxury item acquisitions by Chinese buyers after the lifting of restrictions on overseas travel, including diamond jewelry, contributed to this trend as demand from China increasingly moved abroad, mainly towards Japan and Europe.

In India, throughout 2024, demand remained at a high level, ahead of the traditional gold jewelry market in terms of growth rates. The significant growth in sales was due to the retail network expansion strategy actively implemented by the industry’s largest jewelry companies. The trend in the diamond jewelry market in India is expected to continue, mainly because of the influence of large-scale organized retail.

Overall, global diamond jewelry sales in 2024 remained almost at the level of the previous year. The market remained near record levels of 2021–2022 due to accumulated jewelry price increases.

Figure 5. Global sales of diamond jewelry, \$ bln⁴

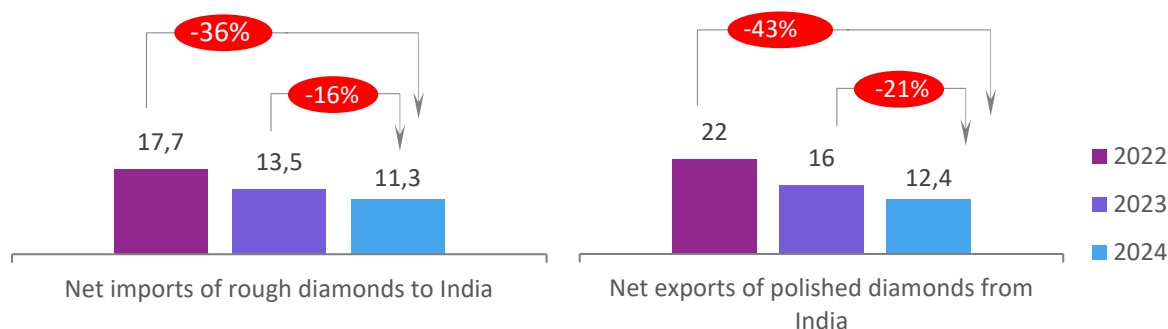


Midstream (cutting and polishing sector)

India is the largest polished diamond producer, accounting for about 90% of global polished diamond production in physical terms. At the beginning of 2024, India's net imports of rough diamonds were near the average levels of recent years, while net exports of polished diamonds lagged behind the levels of the previous year and the average levels of recent years. This imbalance additionally led to the accumulation of surplus polished diamonds in the cutting and polishing sector.

In 2024, net rough diamond imports to India were down 3% relative to 2023 in terms of carat volume and 16% in value terms. Net polished diamond exports from India fell by 18% in terms of carat volume and by 21% in value terms.

Figure 6. Export and import statistics of India,⁵ \$ bln



Excessive stocks, as well as weak consumer sentiment in the U.S. and China and the consequent reduction in polished diamond orders from jewelry companies, led to a reduction in capacity utilization of Indian diamond cutting factories at the end of the third quarter of 2024 to about 40–50%. A number of Indian cutting companies had unplanned shutdowns. As a result, the volume of polished diamond inventories in the midstream reached new highs of recent years, which led to an acceleration in the pace of polished diamond prices decline. The price trend was only reversed in November 2024 due to the restriction of rough diamond supply by leading diamond mining companies, with polished diamond price indices switching to a slight increase.

Rough diamond market

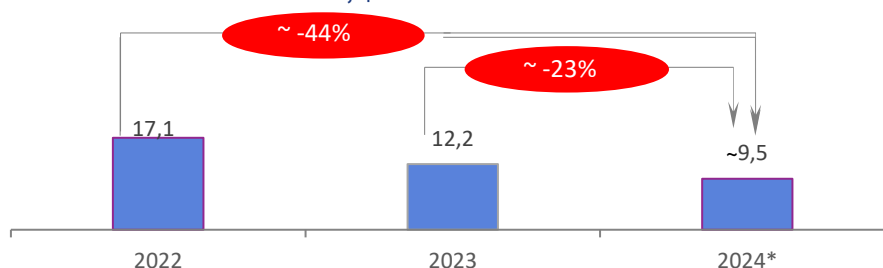
In 2024, against the backdrop of weakening demand for end products, accumulation of stocks in the diamond cutting sector and lower prices for rough diamonds, major diamond miners reduced their rough diamond production and sales volumes. For example, ALROSA Group decided to maintain the current rough diamond price levels by aligning the amount of supply with the demand in the market. Given the negative environment, De Beers announced the cancellation of the seventh sight in August 2024 for the first time since 2020 and shifted the timing of subsequent sights to the end of the year. Furthermore, De Beers informed sight holders about the possibility to withdraw from the acquisition and raised the buyback percentage from the standard 10% to 30%. Okavango Diamond Company (ODC), Botswana's state-owned rough diamond sales company, cancelled diamond auctions in November and December 2024. Petra Diamonds also canceled sales of rough diamonds, which were supposed to take place in August–September 2024.

⁴ Source: ALROSA estimate

⁵ Source: customs statistics.

According to preliminary estimates, rough diamond sales by mining companies in 2024 amounted to about \$9.5 bln, down 23% from 2023.

Figure 7. Global diamond sales estimate, \$ bln⁶



Forecast

A gradual return to normal stock levels for rough and polished diamonds is projected in the short term across the whole chain, from the cutting sector to retail sales. The balance of the global rough diamond market in 2025 will depend on the ability of its participants to maintain a responsible approach to the supply of rough diamonds and the beginning of a new cycle of recovery in demand for jewelry.

The implementation of the mechanism for mandatory verification of origin when exporting diamond products to the markets of G7 countries has been postponed until 1 January 2026 for polished diamonds weighing more than 0.5 carats. Currently, there is no established mechanism for implementing the prohibitory measures, including any ready-made technical solutions.

The long-term development prospects of the global diamond jewelry market remain positive. There is considerable potential for demand expansion in the BRICS countries, which are home to more than half of the global population. In particular, the Indian market shows a steady interest in jewelry, including jewelry with natural diamonds. In addition, a progressive growth of customer demand is expected in the markets of Southeast Asia and the Persian Gulf. Positive trends in demand for diamond jewelry, along with a decrease in diamond mining capacity, will support the growth of prices for rough and polished diamonds.

⁶ Source: company reports, ALROSA estimate; the data for 2024 is preliminary

2.2 Development Strategy

The mission of ALROSA Group is to be a global leader in the rough diamond industry consistently pursuing the long-term interests of its shareholders through the efficient use of its mineral resources. Successful implementation of the Strategy will allow ALROSA Group to strengthen its leading position on the rough diamond market, ensure sustainable long-term growth of production and revenue, and increase shareholder value.

In 2024, the Supervisory Board of PJSC ALROSA approved the Strategy of ALROSA Group for 2024–2028⁷ (hereinafter the "Strategy"). The Strategy includes articulated and measurable strategic development goals of ALROSA Group, a target financial business model and strategic measures. The Company's key goals have not changed compared to the previous Strategy approved in 2023 for 2023–2027.⁸ The Company continues to consider maintaining its leading position in the global rough diamond market, focusing on the rough diamond business and effectively managing socially responsible business to bring long-term value to its shareholders as its priorities.

Table 1. Key strategic priorities

Focus on the rough diamond business	Replacing declining mineral resources to ensure long-term growth	Raising labor productivity by continuously improving production processes and implementing new technologies
Ensuring sustainable development through compliance with high standards of the industrial and environmental safety culture and high social responsibility in all regions of operations	Fostering consumer demand for ALROSA Group's rough and polished diamonds by developing new sales channels and markets	Gradual exit from non-core businesses and participation in exploration and production projects for precious metals

2.2.1 Long-Term Development Program of ALROSA Group

In the reporting year, the Supervisory Board of PJSC ALROSA approved the Long-Term Development Program of ALROSA Group for 2024–2028⁹ (hereinafter the "LTDP of ALROSA Group").¹⁰

The LTDP of ALROSA Group ensures the achievement of strategic goals and includes a list of program measures and expected performance in the long term to 2028. The goals and objectives were updated taking into account the current sanctions in respect of PJSC ALROSA and those threatening in respect of Russian rough diamond products, the state of the global diamond market, and the opportunities for ALROSA Group to obtain additional synergies from participation in exploration and production projects for metals. The updates covered the following:

- improving labor productivity through continuous improvement of business processes and introduction of new technologies, including artificial intelligence technologies;
- sales, cutting, marketing activities, in particular, increasing the competitiveness of the cutting complex in the target segment of the polished diamond market;
- disposal of non-core assets and study of the possibility of acquiring reserves and resources of precious metal deposits and ore occurrences that are highly ready for development, including a comprehensive evaluation of assets and potential offers.

The implementation of the program strategic measures will allow ALROSA Group to retain its leading positions on the global diamond market through the effective use of its mineral resources and compliance with high standards of doing business.

The Company plans to achieve leading performance indicators while maintaining social support and investments in environmental protection in the regions of presence, and ensuring high standards of industrial safety. The Group's Long-Term Development Program is aimed at sustainable business

⁷ Minutes No. A01/408-PR-NS dated 20 June 2024

⁸ Minutes No. A01/383-PR-NS dated 29 June 2023

⁹ Minutes No. A01/408-PR-NS dated 20 June 2024

¹⁰The previous Long-Term Development Program was approved in 2023 for 2023–2027

development, complies with the UN Sustainable Development Goals and international standards on responsible business.

ALROSA Group's program strategic measures are linked to operational management indicators, performance improvement indicators and key performance indicators (KPIs). The KPIs of PJSC ALROSA are integrated into the management incentive system, with the management remuneration directly linked to the achievement of the approved target KPIs.

2.2.2 Achievement of key performance indicators

The key performance indicators of ALROSA Group have been developed in accordance with the Guidelines¹¹ approved by Russian Government Decree No. 1388-r of 27 June 2019. The list of Group KPIs, the methodologies for their calculation and the specifics of their application are provided in the Company's Regulation on the System of Key Performance Indicators, which determines the procedure for approving KPIs, monitoring and controlling their implementation.¹²

The target KPIs for the Group for 2024 were approved by the Supervisory Board of PJSC ALROSA on 27 December 2023.¹³

In June 2024, the Methodology for calculating the Labor Productivity Indicator of PJSC ALROSA was approved¹⁴ introducing the calculation of an integrated labor productivity indicator that factors in the main activities of PJSC ALROSA and its subsidiaries. The methodology was developed in accordance with Order of the Ministry of Economic Development of Russia No. 801 of 3 December 2020. The use of the integrated indicator makes it possible to take into account all key areas of ALROSA Group's activity, their priority and stage of development.

In December 2024, the Company amended its Regulation on the System of Key Performance Indicators of PJSC ALROSA¹⁵ in accordance with Letter No. 3546-vkh of the Ministry of Finance of the Russian Federation dated 9 September 2024, and "Methodological guidelines on the development and approval of development strategies for joint-stock companies whose shares are owned by the Russian Federation, and federal state unitary enterprises" approved by Order of the Government of the Russian Federation dated 15 August 2024 No. 2199-r, which established a uniform approach to strategic planning of the activities of organizations based on a development strategy, which is an internal program and target document of the organization that replaces three previous documents (the Strategy, the Long-Term Development Program and the Long-Term Investment Program). The "long-term development program" was deleted and replaced with "development strategy." The procedure for monitoring the achievement of key performance indicators was also clarified: the achievement of operational KPIs shall be assessed by the Chairman of the Supervisory Board of the Company no earlier than the date of publication (disclosure) of the consolidated interim financial statements of PJSC ALROSA for the relevant reporting period, or, if the consolidated interim financial statements of PJSC ALROSA for the relevant reporting period are not disclosed (published), no earlier than the date of their signing.

The annual KPI achievement data have been prepared based on the management reporting and consolidated IFRS financial statements of PJSC ALROSA for the year ended 31 December 2024.

The HR and Remuneration Committee and the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA considered the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024 to Determine the Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA and the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024 to Determine the Remuneration of Members of the Executive Committee of PJSC ALROSA on 1 April 2025.

The Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024 was approved by the Supervisory Board of PJSC ALROSA on 9 April 2025¹⁶.

¹¹ The Guidelines on Implementing KPIs to Determine Management Remuneration for Business Entities with the share of participation of the Russian Federation or a constituent entity of the Russian Federation exceeding 50%

¹² Minutes No. 01/361-PR-NS of 9 June 2022, Minutes No. 01/394-PR-NS of 13 December 2023

¹³ Minutes No. 01/395-PR-NS dated 27 December 2023

¹⁴ Minutes No. 01/407-PR-NS dated 14 June 2024

¹⁵ Minutes No. 01/419-PR-NS dated 20 December 2024

¹⁶ Minutes No. 01/428-PR-NS dated 9 April 2025.

Table 2. Achievement of ALROSA KPIs

Indicator	Unit of measurement	2023	2024		Deviation from target in 2024, %
			target	report	
Dividends	RUB mln	27,766	32,997	33,216	0.7%
Return on equity (ROE)	%	24.2	12.4	5.1	-58.8%
Margin on “Earnings before deduction”	%	42.9	30.6	32.2	5.2%
Labor productivity	%	12.9	5.0	5.3	5.8%
Implementation of the Sustainability Programme action plan	estimate	1	1	1	0.0%
Integrated KPI for innovation	%	100	>95%	100	0.0%
Output of rough diamonds	,000 carats	34,646	33,000	33,081	0.2%
Earnings before deduction	RUB mln	140,165	93,189	78,638	-16%
Bonus reduction indicators					
Net debt / Earnings before deduction ¹⁷	ratio	0.26	≤1.5	1.37	-
Outstanding salary payable to employees	yes/no	no	no	no	-
Late preparation and implementation of the import substitution plan	yes/no	no	no	no	-
Accident frequency rate ¹⁸	ratio	0.19	0.203	0.237	-

Table 3. ALROSA’s KPI targets for the medium-term development period 2025–2029

Indicator	Unit of measurement	2025 ¹⁹	2026 ²⁰	2027	2028	2029
Total shareholder return ²¹	%	XX≥0		XX≥0		
Dividends	RUB mln	10,532	10,235	33,490	66,162	95,828
Return on equity (ROE)	%	10.5	3.1	16.4	17.5	26.6
Labor productivity	%	100	100	100	100	100
Implementation of the Sustainability Programme action plan	estimate	1	1	1	1	1
Integrated KPI for innovation	%	> 95	> 95	> 95	> 95	> 95
Net debt / Earnings before deduction ²²	ratio	≤ 1.5	≤ 1.5	≤ 1.5	≤ 1.5	≤ 1.5
Outstanding salary payable to employees	yes/no	no	no	no	no	no
Accident frequency rate	ratio	0.183	0.165	0.148	0.133	0.120
Late preparation and implementation of the import substitution plan	yes/no	no	no	no	no	no

2.3 Investments

2.3.1 Investment Program

On 20 March 2025, the Supervisory Board of PJSC ALROSA approved²³ the Investment Program of ALROSA Group for 2025–2029. The program identifies priority areas for investment activities to ensure

¹⁷ “Earnings before deduction” means earnings before the deduction of expenses on interest, taxes, depreciation, and amortization, adjusted for non-recurring components

¹⁸ Calculated as the total number of injuries (including fatal injuries) / total number of man-hours worked * 200,000

¹⁹ The targets correspond to the figures of the Consolidated Budget of PJSC ALROSA for 2025 approved by the Supervisory Board of PJSC ALROSA on 23 December 2024, Minutes No. 01/420-PR-NS.

²⁰ The target figures for 2025–2029 were considered by the Supervisory Board of PJSC ALROSA as part of Long-Term Development Program of ALROSA Group for 2025–2029 approved by the Supervisory Board of PJSC ALROSA on 20 March 2025, Minutes No. 01/425-PR-NS.

²¹ Medium-term financial and economic indicator, the target is set for a 3-year period

²² “Earnings before deduction” means earnings before the deduction of expenses on interest, taxes, depreciation, and amortization, adjusted for non-recurring components

²³ As part of the ALROSA Group Development Strategy for 2025–2029, approved by the Supervisory Board of ALROSA (PJSC) on 20 March 2025, Minutes No. 01/425-PR-NS.

the implementation of the diamond mining plan and meet production and financial targets in accordance with the Group's investment policy within the framework of the approved Development Strategy.

The bulk of ALROSA Group's investments in 2025–2029 will be allocated for the development of core activities, as well as for the maintenance of existing facilities.

- *For more information on the amount, structure and areas of investments in 2024, see the section "Financial performance", subsection "Capital expenses (CAPEX)"*

2.4 Performance improvement

As part of its efforts to improve technological processes and approaches to management and control, ALROSA has developed a set of measures aimed at increasing business performance. The measures include the implementation of the Program to Raise Operating Efficiency and Decrease Expenses, introduction of automated systems into the primary production and supporting processes and implementation of the Innovative Development and Technological Modernization Program.

2.4.1 Program to Raise Operating Efficiency and Decrease Expenses

The Program to Raise Operating Efficiency and Decrease Expenses (hereinafter, the POEDE) has been in place since 2014 becoming a valuable tool for implementing initiatives to optimize costs, minimize losses and improve the performance of the Group's assets. The POEDE comprises projects with a high level of readiness for implementation, both for PJSC ALROSA and its subsidiaries.

The program is developed for one year, with the potential to extend it in line with the LTDP. Its primary objective is to reach the designated targets. It is considered by the Executive Committee of the Company and approved by the Supervisory Board.

In April 2024, the Supervisory Board approved the Report on the Implementation of the Program to Raise Operating Efficiency and Decrease Expenses of PJSC ALROSA for 2023 and an updated POEDE Program for 2024 with forecast values for the period up to 2028.²⁴

2.4.2 Implementation of automated systems in the main and auxiliary production processes

In 2024, the Company's IT portfolio included 79 projects. In the reporting period, ALROSA's IT employees completed 20 automation and digitalization projects, including in the following areas:

- production;
- exploration;
- occupational health and safety (OHS);
- maintenance and repairs;
- information security;
- procurement, logistics and material and technical support (hereinafter referred to as MTS);
- sales, marketing and cutting;
- enterprise-wide digital transformation;
- finance and economics.

As part of import substitution efforts, ALROSA achieved its plan to invest in Russian IT solutions.²⁵ The Company's specialists assessed and subsequently installed selected Russian virtualization systems for testing. Then, a decision was made to start pilot operation of the installed systems and the relevant licenses were purchased. In addition, as part of the project to upgrade the backup system, it was decided to put the Cyber Backup system into pilot operation. In the reporting year, the Group completed a project to deploy a domestic ITSM system to automate the management of the Company's IT services. This facilitated the achievement of goals concerning the replacement of imported software and assured the seamless continuation of IT processes.

²⁴ Minutes No. 01/401-PR-NS dated 9 April 2024

²⁵ The import substitution activities are included in the Digital Transformation Strategy of PJSC ALROSA for 2021–2024 (updated) approved by the Supervisory Board of PJSC ALROSA (Minutes No. 01/400-PR-NS of 01 April 2024)

Award-winning IT projects

The project to improve the operational performance of the diamond mining company's enterprises and deposits became the winner in the Production Management category of the Project of the Year 2024 competition from Global CIO, a professional community of IT directors created in 2010 and bringing together more than 10 thousand participants of the IT industry. The comprehensive project included four IT projects at the Udachny MPD, the Aikhal MPD, the Mirny and Nyurba MPD.

The project to implement WorksPad and create safe mobile workplaces received the national TAdviser IT Prize in "Mobile Workplaces for Employees: Project of the Year." Award organizers select the most effective IT projects and achievements of companies in the field of digital technologies.

The project to implement an automated system for issuing work permits, work orders and assignments was recognized as the Best Regional Project at the VIII International Corporate Automation Competition 1C: Project of the Year. To decide on the winner, the jury assessed the innovation of the projects, the scale of implementation, economic efficiency, as well as the timing and quality of the work.

Table 4. Key outcomes of implementing automated systems in 2024

Area	Key outcomes
Production	<ul style="list-style-type: none"> The Company completed the transition to the Russian Mineframe software for modeling and planning mining operations using a single digital platform; the readiness for commercial operation of the Mining and Geological Information System (MGIS) based on the Mineframe software was confirmed; more than 200 employees of production units were trained to work with the Mineframe MGIS ALROSA launched the implementation of an MES system²⁶; the design was completed at the Lomonosovsky MPD site, and the relevant infrastructure for installing the solution was prepared Processing plant No.3 of the Mirny and Nyurba MPD introduced an indicator control system for X-ray luminescent separators of the finishing section and enrichment section The Mirny and Nyurba MPD's Internatsionalny mine started to implement an automated underground mining dispatching system The Aikhal mine completed the implementation of an automated underground mining dispatching system The Group launched the development of hypotheses for digitalization of Processing Plant No. 16 in Nakyn, with four potential projects selected for further work
Exploration	<ul style="list-style-type: none"> The first stage of a project to deploy a domestic solution for hydrogeological modeling and calculations was completed; the relevant software licenses were purchased
OHS	<ul style="list-style-type: none"> Methane control equipment for self-propelled mining equipment was installed by the Udachny MPD and the Mirny and Nyurba MPD to perform automatic continuous monitoring of gas atmosphere parameters in the working area of the self-propelled mining equipment The Udachny and the Internatsionalny mines introduced a system sending SMS and email alerts regarding the maximum permissible concentrations of combustible and toxic gases PJSC ALROSA centralized services for maintenance, installation and design of fire protection systems and integrated technical safety systems
Maintenance and repairs	<ul style="list-style-type: none"> The Company completed the deployment of the 1C M&R system, with the software integrated with the financial system of the structural division The Company introduced a centralized maintenance and repair service for portable gas analyzers at all of its mines
Information security	<ul style="list-style-type: none"> Steps were taken to improve fault tolerance and disaster resistance and to modernize the engineering infrastructure of the data center PJSC ALROSA inspected the IT infrastructure and developed projects to expand and upgrade it in Udachny, Verkhnyaya Muna, at the Udachny MPD as part of the backup system upgrade project, testing environments were created at two sites (in Moscow and Mirny); the Cyber Backup system was deployed A comprehensive information security system for critical information infrastructure facilities was implemented

²⁶ MES – manufacturing execution system

Procurement, logistics and MTS	<ul style="list-style-type: none"> The Group completed the elaboration of the program of projects for supplier relationship management (SRM), transportation management system (TMS), implementation of enterprise service bus (ESB), and master data management (MDM)
Sales, marketing and cutting	<ul style="list-style-type: none"> The Group introduced automated management of the rough diamond sales business process directly related to the life cycle of the contract
Enterprise-wide digital transformation	<ul style="list-style-type: none"> As part of the project to switch to a domestic operating system, the software licenses were purchased for all ALROSA Group users In order to implement a single unified communications platform, a target Russian solution was selected, computing resources were prepared, networking rules were created, pilot testing and user surveys were completed, functional and technical requirements were developed to replace the corporate e-mail system, software licenses were purchased Training in digital competencies as part of the Digital Literacy course was organized for more than 1,200 employees; employees of the SSC and the real estate management center also attended workshops
Finance and economics	<ul style="list-style-type: none"> The Company launched a project to switch to a domestic 1C-based ERP solution for the purpose of creating a basic ERP template for ALROSA mining assets

2.4.3 Innovative Development and Technological Modernization Program

The Innovative Development and Technological Modernization Program of PJSC ALROSA to 2024²⁷ (hereinafter, the IDTMP) includes five strategic areas (IDTMP targets) that will allow the Company to maintain its competitive advantage on the market in the medium and long term. The IDTMP targets aligned with the priorities of ALROSA's Strategy and LTDP cover technologies to improve the Company's performance in such areas as exploration, production, rough diamond processing, OHS and environmental protection, customer relations. Digital technologies are the key driver of the IDTMP.

In 2024, the Company began updating its IDTMP for the period up to 2028, while also planning for development through 2030. The updated program takes into account the Company's strategic goals, the pace of technological progress and external factors affecting ALROSA's operations. The update is expected to be completed in the second quarter of 2025.

Table 5. Key IDTMP projects completed in 2024

Project	Key outcomes
A project to create a high-tech system for recycled water treatment at the processing plant with recycling of waste into marketable products	<ul style="list-style-type: none"> As part of the project to create a high-tech system for recycled water treatment at the processing plant with recycling of waste into marketable products, a complete recycled water clarification unit of the Lomonosovsky MPD's processing plant was accepted and put into operation. Pilot testing for preliminary treatment of recycled water was completed
New generation separators	<ul style="list-style-type: none"> The Group completed research and development activities for the creation and production of a prototype of a universal high-performance separator (UHPS). The key advantage of the UHPS is the joint operation of two systems – X-ray luminescence and radiographic, making it possible to recover all diamonds regardless of their gravity, transmission or luminescent properties and thus significantly reduce the Company's processing costs. Commercial testing of the separator is scheduled for 2025–2026 at the Udachny MPD's processing plant
AI technologies	<ul style="list-style-type: none"> The Company completed pilot tests of the machine vision system to control the load factor of dump trucks at the Udachny underground mine. A decision was made to scale the system both for mine dump trucks and hoisting and delivery vehicles Pilot tests of conveyor belt integrity control using machine vision technology were completed As part of R&D activities for the creation of a diamond shape scanning device to detect man-made damage to diamond products, a software using AI was developed to search for areas of man-made chips and transfer the areas of chips to 3D diamond models. Enhancements are underway for the software module that calculates mass loss and identifies diamonds, with completion expected in 2025

²⁷ The program was updated in accordance with the decision of the Russian Government Commission for the Modernization of the Economy and Innovative Development of Russia (Minutes No. 2 dated 22 October 2018) and approved by the Supervisory Board of PJSC ALROSA (Minutes No. 01/312-PR-NS dated 30 April 2020)

Gold at the Macao International Expo

ALROSA's comprehensive efforts towards promoting environmentally friendly practices in mining operations earned a gold medal from the Financial University under the Government of the Russian Federation, a gold medal from the Association of Invention and Intellectual Property of Asia, a gold medal from the International Innovation and Invention Expo, and a gold medal from the Technical University of Romania at the XII Macao International Innovation and Invention Expo (China).

In 2024, the event was attended by representatives of more than 50 Chinese provinces, as well as over 20 countries, including Russia, Romania, South Korea, Malaysia, Indonesia, Thailand, etc.

Financing of program measures and achievement of the integrated key performance indicator for innovation at PJSC ALROSA

The actual amount of IDTMP financing in 2024 equaled RUB 2,690.7 mln. RUB 90 mln was allocated from the federal budget in the form of subsidies under the Agreement with the Ministry of Science and Higher Education of the Russian Federation for R&D to create a high-tech system for the treatment of recycled water at the processing plant with recycling of waste into marketable products.

Table 6. IDTMP financing, RUB mln

Indicator	2022	2023	2024	Change, %
Total IDTMP financing, including:	2,272.4	2,368.5	2,692.2	+14
R&D financing	950.0	1,192.8	1,334.6	+12
Federal funds	-	-	90.0	-

ALROSA's integrated key performance indicator for innovation²⁸ was 115% achieved.

Table 7. Achievement of IDTMP KPIs, including the IKPI

Indicator	2023	2024	
	Actual	Target	Actual
IDTMP KPIs			
Underground mining. Productivity, volume of production per employee of core operations, thousand tons/person	2.6	2.4	2.5
Open-pit mining. Productivity, volume of mined rock per employee of core operations, thousand m ³ /person	48.9	43.9	46.5
Number of patents and other documents of title to IP, units	27	27	18
Economic effect of the POEDE, ²⁹ RUB mln	25,620	19,627	27,082
Unit energy consumption per carat for mining and processing divisions, GJ/carat	0.383	0.477 ³⁰	0.436
Financial and environmental responsibility, RUB mln	9,609	6,354	10,295
Integrated KPI for innovation³¹			
Development/procurement and implementation, 50%			
Total technology R&D costs, RUB mln	1,082	1,118	1,335
Total amount of innovative and high-tech purchases (products (goods, work, services)), RUB mln	2,619	2,690	2,731
Implementation / commercialization (technology effectiveness), 20%			
Year-on-year decrease in operating costs (by at least RUB 1,000 mln), RUB mln	1,349	1,000	1,463
Quality assessment of IDTMP development (update) and/or performance of IDTMP targets			
Quality of IDTMP development (update) / performance of IDTMP targets, %	93.2	90–100	90 ³²
Total	100	100	114

²⁸ Developed and approved further to Directive No. 1472p-P13 of the Government of the Russian Federation dated 3 March 2016. The target IKPI for innovation for 2022 was approved by the Interdepartmental Working Group (Minutes No. 1-D01 of 14 February 2022)

²⁹ The economic effect is presented on a cumulative basis and factors in savings on operating costs and profits from an increased output

³⁰ The indicator is annually revised in accordance with the Company's production plans

³¹ In 2024, the new IKPI composition was approved by decision of the Interdepartmental Working Group on 27 July 2024

³² At the time of report preparation, the assessment of the indicator "Quality of Performance of IDTMP Targets" for the previous period had not yet been reviewed by the Interdepartmental Working Group. The estimated program implementation indicator for 2023 is 97.1%

2.5 Information security

Information security is crucial for ensuring sustainable functioning of the Company given the present geopolitical environment, increasing digitalization of business processes, as well as the development of management systems and industrial automation.

In 2024, the Company took active measures in the area of information security to address vulnerabilities in ALROSA Group's resources and improve the protection of IT infrastructure. New information security processes were built, projects aimed at increasing the level of protection of information systems and infrastructure services were initiated, and a Cyber Resilience Center was launched based on the SOC (Security Operation Center). The implementation of these measures led to an increase in the security level.

The Company took active steps to ensure the security of ALROSA Group's critical information infrastructure facilities.

Pursuant to Resolution of the Government of the Russian Federation No. 1912 of 14 November 2023 "On the Procedure for the Transition of Subjects of the Critical Information Infrastructure of the Russian Federation to the Preferential Use of Trusted Hardware and Software Systems at Their Significant Critical Information Infrastructure Facilities in Russia," the Company developed and approved a plan for the transition to trusted hardware and software systems for significant critical information infrastructure facilities. In 2024, ALROSA introduced a comprehensive information security system for critical information infrastructure facilities.

Due to the increase in targeted attacks on the ALROSA Group using social engineering, special attention was paid to training and raising awareness of employees in this area. The implementation of these measures led to an increase in the level of maturity of employees in information security issues, including in counteracting the use of social engineering.

3 Performance

[Reserves and exploration](#)

[Operating performance](#)

[Financial performance](#)

[Marketing projects](#)

[Sales of rough and polished diamonds](#)

[International industry cooperation](#)

[Procurement management](#)

1.0 bln carats – diamond reserves

33.1 mln carats – diamond production

3.1 Reserves and exploration

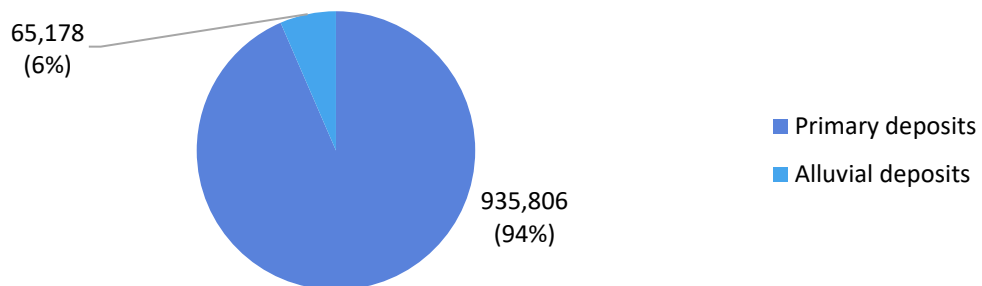
Preservation and expansion of the resource base is one of ALROSA's strategic priorities. The feasibility of developing specific deposits or blocks is considered on a case-by-case basis using technical solutions taking into account the demand for rough diamonds.

3.1.1 Reserves

Russia has the world's largest diamond resource base accounting for more than 50% of the world's reserves. **ALROSA Group accounts for over 90% of the Russian reserves.**

As of 1 January 2025, the reserves posted on ALROSA Group's balance sheet amounted to **1,000,984 thousand carats**, according to the standards of the State Commission on Mineral Reserves of the Russian Federation (the SRC).

Figure 8. Diamond reserves as at 1 January 2025, thousand carats



82% of ALROSA Group's reserves are located in the subsoil of the Republic of Sakha (Yakutia) where there are unique and large diamond deposits: the Jubilee, Mir, Udachnaya, Botuobinskaya, Nyurbinskaya, Internatsionalnaya, Aikhal, Zarnitsa kimberlite pipes and the Verkhne-Munskoye deposit. The remaining 18% are concentrated in kimberlite pipes of the Arkhangelsk Region, most of which form the Lomonosov deposit.

3.1.2 Exploration

In 2024, ALROSA performed exploration work for diamonds and gold in the following regions:

- Republic of Sakha (Yakutia): the Malo-Botuobinsky, Srednemarkhinsky, Munsky, Daldyno-Alakitsky and Igyattinsky diamond-bearing regions located in the Mirninsky, Suntarsky, Nurbinsky and Oleneksky municipal districts, respectively;
- Arkhangelsk Region: Zimniberezhny District (Chernoozerskaya Area);
- Krasnoyarsk Territory: the Tychansky diamond-bearing region (primary diamond deposits) and the Chelyuskin peninsula (gold from alluvial and primary deposits) located in the Evenki and the Taimyr Dolgano-Nenets municipal districts, respectively.

Expert review of material for primary diamonds was carried out for the Uele-Ujinsky, Nizhneoleneksky, Prilensky, Sredneoleneksky and Muno-Tyungsky diamond-bearing regions of Yakutia. As part of the state program "Geology: Rebirth of a Legend," prospecting for primary diamonds is underway in the Prilensky diamond-bearing region. In the Trans-Baikal Territory, prospecting work was completed under a state contract to identify mineralized zones with gold-sulphide-quartz type ores in the Bugarikhtinskaya Area.

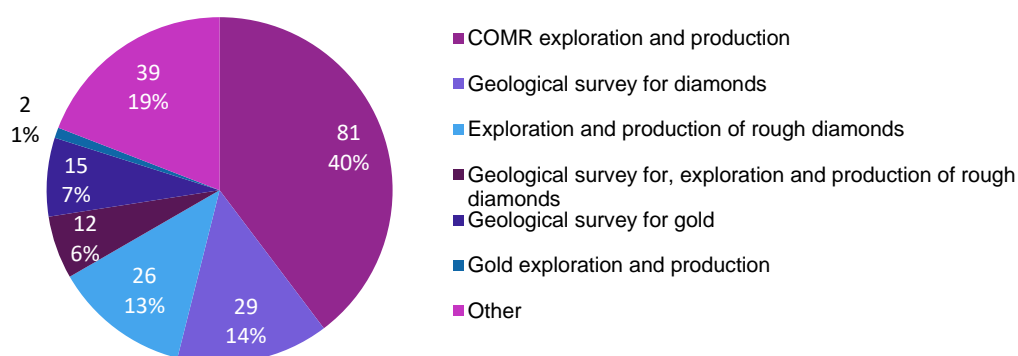
ALROSA Group seeks to ensure that its reserves grow by at least the amount of average production over a five-year period.

In 2024, exploration work was conducted to study associated gold of the Irelyakh, Gornoe, Daldyn, Kusun-Ebelyakh, Kholomolokh, Molodo Riverhead, Uulaakh-Muna alluvial diamond deposits, at the Sredny section of the Bolshaya Kuonamka deposit and the Anomaly 10/2000 section (Khara-Masskaya area), as well as alluvial gold at the Borosku-Unguokhtakh and Khaptasynnakh-2 deposits.

Key measures taken by the geological exploration unit of ALROSA Group in 2024

- Measures to diversify exploration:
 - together with scientists from the Siberian Branch of the Russian Academy of Sciences, the Group continued audit work in the Irkutsk Region (north-west of the Eastern Prisyayan region). New facts were obtained about the peculiarities of formation of ancient sediments containing diamonds and other minerals
 - collection and analysis of geological material in the Republic of Karelia based on studies of kimberlite indicator minerals, development of a prospecting model for potential ore bodies, and identification of promising areas
 - preparation of the rationale for diamond prospecting at the expense of the federal budget
 - launch of a facility for processing geological samples
- 13 new licenses:
 - 1 diamond license
 - 3 gold licenses, on an application basis
 - 7 mineral licenses
 - 1 license not related to mineral extraction
 - 1 license to export geological information
- two licenses were re-issued on the discovery of an alluvial gold deposit (Khaptasynakh-2, Borosku-Unguokhtakh)
- the effective term of licenses for five items was extended
- drilling was completed at the Nyurbinskaya placer (stages 3 and 4)

Figure 9. Number of licenses of ALROSA Group as at 1 January 2025³³



ALROSA acquired a license to develop the Degdekanskoye deposit

In 2024, ALROSA Group acquired a license to develop the Degdekanskoye gold ore field in the Magadan Region. According to the Russian National Reserves Committee, proven reserves of the deposit are estimated at about 100 tons of gold. The Company plans to start production in 2027.

3.2 Operating performance

3.2.1 Rough diamond production

In 2024, ALROSA Group produced 33.1 mln carats. The Company's production operations are mainly concentrated in two Russian regions – the Republic of Sakha (Yakutia) and the Arkhangelsk Region. The Republic of Sakha (Yakutia), where most of the Company's assets are located, is Russia's main diamond mining region accounting for about 90% of diamond production in 2024.³⁴ The country's largest primary (e.g. Jubilee, Udachnaya, Botuobinskaya, Internatsionalnaya pipes) and alluvial (e.g. Ebelyakh) deposits are being developed there.

In the Arkhangelsk Region, only primary deposits are operated – the Lomonosov deposit represented by a group of six kimberlite pipes (Arkhangelskaya, Karpinsky-1, Karpinsky-2, Lomonosov, Pioneerskaya, Pomorskaya).

³³ COMR – commonly occurring mineral resources

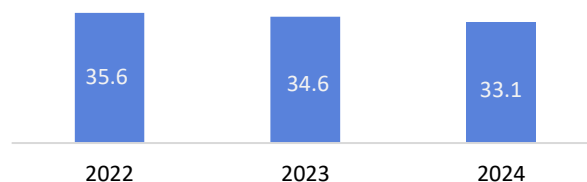
³⁴ Calculated based on the share of the subsidiary in total production

ALROSA started developing design documentation for the Mir-Gluboky mine

As of the end of 2024, the Mir-Gluboky underground mine project had fully carried out additional exploration of deep horizons and prepared a feasibility study. The Company received a positive state expert opinion on the project to construct the shafts of the Mir-Gluboky underground mine. It was decided to continue design and preparatory work.

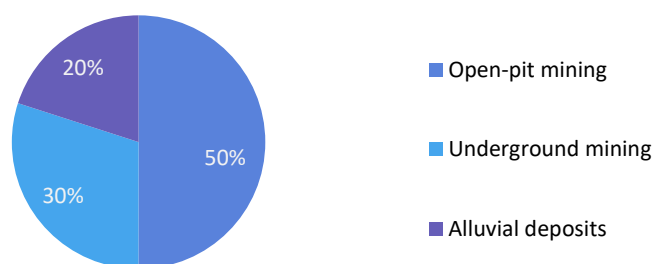
The Company will consider the development of temporarily inactive (flooded) reserves in subsequent periods as part of a separate investment project, as appropriate technical solutions are developed.

Figure 10. Rough diamond production (rough diamonds extracted), mln carats



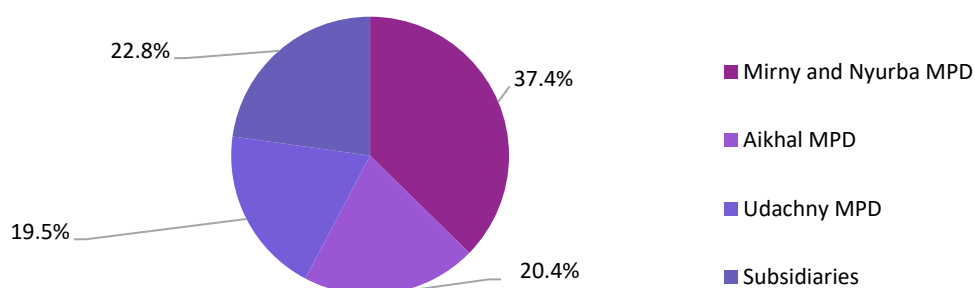
Diamond mining is carried out by the Company at endogenous primary deposits (kimberlite pipes) and alluvial deposits (accumulations of loose or cemented fragmented material containing valuable minerals in the form of grains, their fragments or aggregates) formed as a result of the destruction of primary sources. The primary deposits are developed by open-pit and underground mining, while the alluvial ones by open-pit mining and dredging.

Figure 11. ALROSA's rough diamond production by type of mining in 2024



Five ALROSA Group companies produce and process ore and sands from diamond deposits: Aikhal, Udachy, Mirny and Nyurba Divisions and two subsidiaries.

Figure 12. Breakdown of rough diamond production by mining division in 2024



The deviation of operating indicators for 2024 relative to 2023 is a consequence of changes in the structure of deposit development according to the mining plan and complex mining and technical conditions for the development of individual deposits.

ALROSA recovered a record-breaking diamond

In 2024, a particularly large gem-quality diamond was recovered at the Mayat diamond mine in the Anabarsky District of the Republic of Sakha (Yakutia). The weight of the record holder is 262.5 carats. The diamond is transparent, single-crystal, with single inclusions of graphite-sulfide and weak ferruginization. It has a characteristic shape for minerals of the Ebelyakh deposit. This is the second record-breaking diamond found in Russia in less than a year. In 2023, a 390.7 carat crystal was recovered at the same mine. It was the largest gem-quality diamond in Russia in a decade.

Rough diamonds produced at ALROSA Group's processing plants arrive at diamond sorting centers in Mirny and Arkhangelsk, where they are sorted by size classes and undergo preliminary evaluation. Then they are sent to Moscow to United Selling Organization (USO ALROSA) and Yakutsk Diamond Trading Enterprise (YDTE) for final sorting and valuation according to the price list of the Russian Ministry of Finance.

Most of the rough diamonds mined by ALROSA are of gem or near-gem quality. Industrial diamonds are used in a wide range of industries, e.g. eye microsurgery, well drilling, electronics, nuclear physics and astronomy. Diamonds are sold to Russian and foreign diamantaires (master cutters) on the basis of long-term contracts and through competitive bidding. Historically, the main consumption of diamond products and articles made from them was on foreign markets.

3.2.2 Diamond polishing

Some of the rough diamonds go to the Group's diamond cutting company and the largest polished diamond producer in Europe. The Company's cutting operations only use diamonds mined by the Company, focusing on the production of unique, especially large colorless and colored diamonds.

3.3 Financial performance

3.3.1 Consolidated key financial indicators³⁵

In 2024, the consolidated revenue of ALROSA Group (including income from grants) amounted to RUB 244.1 bln. EBITDA was RUB 78.6 bln, with EBITDA margin standing at 32%. The net profit amounted to RUB 19.2 bln.

Table 8. Consolidated key financial indicators

Indicator	2022	2023	2024	Change, % vs 2023
Revenue from sales, ³⁶ RUB bln	300.2	326.5	244.1	-25%
Cost of sales, RUB bln ³⁷	-154.6	-175.6	-157.5	-10%
EBITDA, RUB bln	132.8	140.2	78.6	-44%
EBITDA margin, %	44	43	32	-11 p.p.
Net profit, RUB bln	100.5	85.2	19.2	-77%
Net profit margin, %	33	26	8	-18 p.p.
Free cash flow, RUB bln	47.5	2.2	-17.6	-
Net debt / EBITDA	0.07	0.26	1.37	↑5.3 times

3.3.2 Revenue

The consolidated revenue of the ALROSA Group (including income from subsidies) decreased by 25% and amounted to RUB 244.1 billion, primarily as a result of the deterioration of the market situation.

Table 9. Change in ALROSA revenue

Item	2022	2023	2024	Change, % vs 2023
Revenue	295.5	322.6	239.1	-26%
Income from grants	4.7	4.0	5.0	+27%
Revenue including subsidies	300.2	326.5	244.1	-25%

³⁵ Based on the consolidated IFRS financial statements of ALROSA Group for 2024

³⁶ Including income from grants

³⁷ In 2024, as in 2023, the Group recognized property tax expenses in the cost of sales, since this presentation better reflects their economic substance. In 2022, property tax expenses were recognized in other operating expenses. Comparative data in the consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2022 were adjusted accordingly

3.3.3 Cost of sales

Expenses related to "Wages, salaries and other staff costs" rose by 13% in 2024 compared to 2023 to RUB 73.9 bln. The increased expenses resulted from the indexation of employee salaries and a rise in the number of personnel.

The mineral extraction tax expenses amounted to RUB 26.7 bln, down 48% year-on-year. The change in the amount of tax was driven by the accrual of mineral extraction tax in February and March 2023 in accordance with Federal Law No. 566-FZ³⁸ of 28 December 2022, as well as lower prices for rough diamonds.

Fuel and energy expenses went up by 10% year-on-year to RUB 25.2 bln. Materials costs increased by 13% compared to 2023, to RUB 24.5 bln. RUB 14.9 bln was spent under the Services and Transport item, which is 14% more than in 2023. Inflationary processes and changes in workload are the main reasons for changes in these items.

Table 10. Cost of sales by cost element, RUB bln

Indicator	2022	2023	2024	Change, % vs 2023
Wages, salaries and other staff costs	58.0	65.6	73.9	+13%
Depreciation	22.6	28.4	33.3	+17%
Mineral extraction tax	30.4	51.6	26.7	-48%
Fuel and energy	18.1	22.9	25.2	+10%
Materials	15.4	21.6	24.5	+13%
Services and transport	10.5	13.1	14.9	+14%
Other	2.1	2.9	2.5	-15%
Property tax ³⁹	4.3	3.9	3.9	-
Total production costs	161.3	210.1	205.0	-2%
Movements in inventory of rough diamonds, polished diamonds, ore, sand and gold	-19.4	-36.0	-47.7	+32%
Cost of diamonds for resale	12.7	1.5	0.1	-93%
Total cost of sales	154.6	175.6	157.5	-10%

3.3.4 EBITDA

EBITDA is the profit or loss of ALROSA Group for the period adjusted for income tax expenses, financial income and expenses, share of net profit of joint and associated ventures, income and expenses from exchange rate differences, depreciation and amortization, impairment and disposal of fixed assets, profit or loss from disposal of subsidiaries, revaluation of investments, one-off effects.

EBITDA and EBITDA margin decreased by 44% to RUB 78.6 billion, and from 43% to 32%, respectively, due to a decrease in revenue.

3.3.5 Net profit

ALROSA Group's net profit decreased by 77% and amounted to RUB 19.2 billion, which is 4.4 times lower than of the same period in 2023, mainly due to a decrease in revenue and the effect of a negative balance on exchange rate differences.

3.3.6 Cash flows

ALROSA's free cash flow in 2024 amounted to -RUB 17.6 bln mainly due to a decrease in revenue.

³⁸Pursuant to Federal Law No. 566-FZ of 28 December 2022 "On Amending Chapters 25 and 26 of Part Two of the Tax Code of the Russian Federation," the amount of mineral extraction tax for the Company for the period from 1 February to 31 March 2023 inclusive increased by RUB 9,500 mln per month, i.e. by RUB 19,000 mln in total. Two payments in the amount of RUB 9,500 mln each were made on 28 March 2023 and 28 April 2023

³⁹ In 2023 and 2024, the Group recognized property tax expenses in the cost of sales, since this presentation better reflects their economic substance. In previous reporting periods, property tax expenses were recognized in other operating expenses. Comparative data in the consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2022 were adjusted accordingly

Table 11. Analysis of free cash flow, RUB bln

Indicator	2022	2023	2024	Change, % vs 2023
Cash flow from operating activity before changes to working capital and taxes	143.2	143.1	84.7	-41
Investments in working capital	-34.4	-47.3	-39.6	-16
Corporate income tax paid	-20.5	-29.9	-3.8	-87
Net cash receipts from operating activity	88.4	65.9	41.3	-37
Acquisition of property, plant and equipment	-40.9	-63.7	-58.9	-7
Free cash flow	47.5	2.2	-17.6	-

3.3.7 Capital expenditures (CAPEX)

Capital expenditures for 2024 totaled RUB 58.9 bln, down 7% from 2023.

Table 12. Financing of capital expenditures, RUB bln

Item	2022	2023	2024	Change, % vs 2022
Technical retrofitting and replacement of worn-out equipment	23.5	40.0	29.1	-27%
Maintenance of mining facilities	7.1	8.7	12.3	+41%
Infrastructure development	10.3	14.9	17.5	+17%
Total	40.9	63.7	58.9	-7%

The technical retrofitting expenses primarily dropped due to the planned increase in CAPEX under the investment program for 2023, including the implementation of measures for import substitution of equipment. In 2024, the active stage of technical retrofitting came to an end.

Table 13. Key areas of investments in technical retrofitting and replacement of worn-out equipment in 2024

Area of investment	RUB bln
Mining and processing divisions	28.8
Other	0.3
Total	29.1

Investments to maintain mining facilities grew by 41% year-on-year and covered key strategic projects under the Long-Term Development Plan.

Table 14. Key areas of investments in maintaining mining facilities in 2024

Area of investment	RUB bln
Construction of the Internatsionalny and Udachny mines	3.7
Reconstruction of the Nyurba open-pit mine	3.0
Reconstruction of the tailings dam of the subsidiary	1.7
Construction of an open-pit mine at the Mayskaya pipe deposit	1.7
Other	2.3
Total	12.3

RUB 17.5 bln was spent on infrastructure development, which is 17% more than in 2023. The key projects included the development of transport, energy and social assets.

Table 15. Key areas of investments in infrastructure development in 2024

Area of investment	RUB bln
Integrated development of the Srednebotuobinskoye gas condensate field	4.2
Investments in transport assets	3.3
Investments in energy companies	2.5
Construction of the airport in Mirny	2.2
Connection of Udachny and the facilities of the Udachny MPD to gas supply	1.3
Investments in utilities and social infrastructure companies	0.8
Other	3.2
Total	17.5

3.3.8 Liquidity and financial stability

Total debt (including lease obligations and accumulated interest) rose to RUB 196.6 bln by the end of 2024.

The debt portfolio at the end of 2024 was represented by a Eurobond issue of \$500 mln (including replacement bonds), outstanding Eurobonds for the amount of \$252 mln, RUB-denominated exchange-traded bonds with a total nominal value of RUB 95 bln maturing in 2025, 2026 and 2028 (all bonds account for 95% of total debt excluding lease obligations and accumulated interest), as well as bank loans totaling RUB 9.0 bln (5% of total debt excluding lease obligations and accumulated interest).

As at 31 December 2024, the debt portfolio (without lease obligations and accumulated interest) consisted of obligations denominated in a foreign currency (42%) and Russian rubles (58%).

Net debt / EBITDA at the end of 2024 was 1.4x (at the end of 2023: 0.3x).

Table 16. Analysis of the consolidated debt portfolio

Indicator	31 December 2022	31 December 2023	31 December 2024	Change, % vs 2023
Long-term portion, RUB bln	99.5	79.6	128.7	+62%
Short-term portion, RUB bln	5.8	55.8	67.9	+22%
Total debt, RUB bln	105.4	135.4	196.6	+45%
% of the long-term portion	94%	59%	65%	+7 p.p.
Total debt, \$ bln	1.5	1.5	1.9	+28%
Net debt, RUB bln	9.3	36.1	107.9	3 times
Total debt/EBITDA	0.79	0.97	2.50	3 times
Net debt / EBITDA	0.07	0.26	1.37	5 times
EBITDA/accrued interest	28.0	25.3	8.8	-65%

Comeback of the Year in the Debt Market

ALROSA's offering of 001P-01 exchange-traded bonds won Cbonds Awards – 2024 as the Comeback of the Year in the Debt Market.

The RUB 45 bln bond offering became the largest ALROSA's transaction of that kind in Russia in the Company's history. Successful market placement of bonds attracted a wide range of investors, including management, investment and insurance companies. The order book collected 42 orders totaling more than RUB 55 bln, making it possible to increase the offering volume and to revise twice the indicative spread to the key rate, reducing it by 20 basis points. The exchange-traded bonds were assigned the highest rating of AAA(RU) by ACRA.

3.3.9 Credit ratings

ALROSA has been assigned a credit rating by Expert RA, one of the largest Russian rating agencies. In April 2024, the agency confirmed the Company's rating at ruAAA ('Stable' outlook), which corresponds to the highest creditworthiness level of an issuer according to the national scale. Expert RA emphasized that ALROSA's rating is attributable to a moderately high assessment of the industry's risk profile, the Company's strong market and competitive positions, low debt burden, high margins, high liquidity assessment and low corporate risks.

In June 2024, ACRA assigned ALROSA a credit rating of AAA(RU) corresponding to the highest level of creditworthiness on the national scale (with a stable outlook). ACRA's credit rating was assigned to ALROSA for the first time. The rating agency highlights ALROSA's stable indicators, despite the sanctions pressure. According to the agency's analysts, in addition to the high quality of the Company's assets, this is due to a consistent rise in global demand for rough diamonds outpacing the industry's output, coupled with a surge in interest for jewelry in emerging markets. Among other things, ACRA notes ALROSA's production efficiency, high availability of resources and low operational risk.

ALROSA credit ratings

Rating agency	Credit rating	Date of assignment/confirmation
Expert RA	ruAAA, 'Stable' outlook	15 April 2024
ACRA	AAA(RU), 'Stable' outlook	4 June 2024

As at 1 February 2022, the Company had the following credit ratings in national and foreign currencies, according to international rating agencies: S&P – BBB- (30 July 2021), Fitch – BBB (11 June 2021), Moody's – Baa2 (15 June 2020). In March 2022, the international credit ratings of PJSC ALROSA were cancelled.

3.4 Marketing projects

ALROSA Group's marketing efforts in 2024 included initiatives to stimulate domestic sales, develop and implement a generic marketing program to promote natural diamond jewelry on the markets of friendly countries. Marketing activities in the domestic market were focused on the development of the jewelry business and the ALROSA Diamond Exclusive program.

3.4.1 Jewelry business of ALROSA Group

The revenue of ALROSA Group jewelry business in 2024 increased by 32% year-on-year (the target was 99.5% met), the average purchase value rose by 31%, the number of customers by 34%.

The ALROSA Diamonds range was significantly updated by the Company's own artists, as well as engaged designers and experts, by including higher-margin jewelry. They developed over 300 new models for the Fancy, What Is Love, Balance collections; new models with large diamonds and colored precious inserts were presented; new models were added to the Luminous collection of fluorescent diamonds, and the limited-edition Tectonics jewelry was released.

To promote the collections of the ALROSA Diamonds brand, ALROSA implemented 4 advertising campaigns during the year. As part of the ALROSA Diamonds brand, the jewelry group conducted a large-scale advertising campaign in glossy magazines and outdoor formats (reaching over 40 mln people in total), took part in the Saint-Petersburg's 1703 Art Fair, redesigned the ALROSA Diamonds jewelry store in Moscow on Petrovka Str., actively developed its Telegram channel ALROSA Diamonds (over 17 thousand followers).

Launched in 2023, the new jewelry brand POSIÉ saw considerable growth. Its design philosophy draws inspiration from the heritage of the Russian jewelry artisans, reimagined for contemporary tastes. During the year, more than 1,200 new sketches were developed, and 192 models were produced for the Coronation, Opera, Piquet, Pirouette, Fans collections. A new collection "Bouquets" with colored precious stones was released. The first set of individual orders was received, the brand's website launched successfully, and online advertising was set in motion.

As part of the POSIÉ promotion, ALROSA organizes educational events that make it possible to assess the achievements of the domestic jewelry school in a wider cultural context. In 2024, the POSIÉ House collaborated with the State Hermitage Museum on a project aimed at restoring 18th-century jewelry created by Jérémie Pauzié, and also participated in the exhibition titled "Russia – My Love" alongside the State Historical Museum and Gokhran of Russia. The POSIÉ jewelry store at the Metropol Hotel organized the display of a replica of the Grand Imperial Crown and hosted a series of theatrical events featuring performances by opera stars from the Bolshoi and Mariinsky Theatres, as well as the Theatre of Nations. Together with the HSE Art and Design School, a competition was launched for young talents in jewelry.

3.4.2 Investments in polished diamonds with Alrosa Diamonds Exclusive

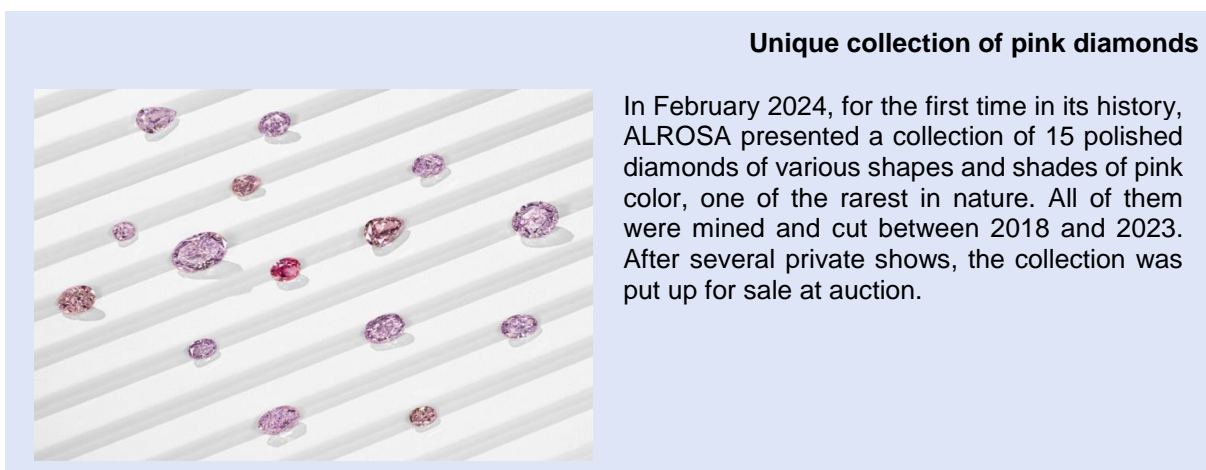
In 2024, investment diamond sales grew by 25%, and there was a 20% rise in the number of deals. Revenue from the sale of jewelry under the ALROSA Diamond Exclusive program increased by 132%.

Another bank became a program partner in 2024, and the number of partner banks collaborating through agreements (master agreements) for the supply of investment diamonds reached 18 at the year's end. To improve the quality of customer service, ALROSA Diamond Exclusive specialists conducted over 150 training sessions for more than 700 bank managers across 100 branches of various banks selling investment diamonds.

During the year, 14 large-scale events were held to develop and promote the ALROSA Diamond Exclusive program: an investment conference, a series of demonstration shows of polished diamond products as part of an auction of rare diamonds, investment breakfasts for bank clients, joint events with the POSIÉ jewelry brand, New Year's Eve diamond shows in St. Petersburg and Moscow, educational events for media representatives and bank analysts on the situation on the diamond market, etc. In addition, the Company began to expand regional sales by holding investment breakfasts in Yekaterinburg, Novosibirsk, Krasnoyarsk, Tyumen, Nizhny Novgorod.

In March 2024, together with Alfa-Bank, ALROSA released its first digital financial asset (DFA) based on an investment-grade diamond. The underlying asset was a rare fancy yellow cushion cut diamond weighing 11.49 carats. 100% of the DFAs had been purchased by investors before the official issue deadline.

To promote interest in polished diamonds from a wider range of investors, ALROSA organized a panel session at the Moscow Financial Forum in October 2024, where it took the initiative to standardize the criteria applied to diamonds as an investment product, as well as establishing uniform requirements for market participants. The suggested measures include the introduction of mandatory GOST certification for investment diamonds at a recognized gem lab, the development of a standardized national price indicator for polished diamonds, obligatory consumer notifications regarding the processes and terms of secondary sales for their acquired diamonds, and ongoing assessments of the financial viability of organizations that participate in buy-back schemes. A working group with representatives of the Ministry of Finance, the Bank of Russia, State Duma deputies and market participants will be engaged in the development of the relevant legislative norms.



3.5 Sales of rough and polished diamonds

The reporting year in the diamond industry was characterized by a correction in prices for polished and rough diamonds, a high level of finished goods stocks and a low utilization of production facilities in the cutting sector. This context prompted top diamond miners to alter their production schedules, defer or cancel their trading activities in the second half of 2024, and implement flexible measures for customers to boost demand.

3.6 International industry cooperation

3.6.1 ALROSA's role in the Kimberley Process

In the reporting year, as part of the official delegation of the Russian Federation, ALROSA took an active part in the Kimberley Process (KP) as the only universal mechanism operating on the basis of the UN mandate for regulating international rough diamond trade. ALROSA provided expert and organizational support to promote a constructive agenda of the KP in order to ensure the sustainable development of the global diamond industry in the common interests of all participants.

As a result of the KP Plenary Session, the Company, together with other players of the global diamond market, ensured the extension of the UAE's powers as Chairman for 2025, helped restore the CAR's full membership, approve a new member – Uzbekistan – and make other decisions important for the effective functioning of the KP.

In April 2024, as part of the fourth KP review visit to Russia, a delegation of KP experts, which included an unprecedented number of KP member states in its more than 20-year history, visited ALROSA production facilities in the Republic of Sakha (Yakutia) and Moscow. The final report of the visit, which was approved during the KP Plenary Session in November 2024, noted that Russia and its diamond mining industry fully comply with and in many respects exceed the minimum requirements of the KP Certification Scheme.

Also, at the Company's initiative, in May 2024, the first ever special KP forum was held with the participation of representatives of local communities from diamond mining regions.

3.6.2 Interstate cooperation

As part of cooperation in the diamond industry, the Company promoted its trade interests in interaction with partners. For example, ALROSA actively collaborated with partners from the African Diamond Producers Association (ADPA), including for the purpose of developing a single standard for responsible diamond mining to boost customer confidence. In 2024, the Association approved a single standard for responsible diamond mining. A fundamental decision was made to create a business council with the participation of diamond companies from ADPA countries.

At the initiative of ALROSA, during the Russian presidency of BRICS, a new cooperation track was launched in the diamond industry covering both participants of the group and its BRICS+ partners to ensure the openness of the global rough diamond market and promote diamond jewelry as a category. The inaugural meeting of the BRICS informal dialog platform for cooperation in the diamond industry was held in October 2024 in Moscow in a hybrid format on the sidelines of finance ministers and central bank governors' meeting. Following the results of the meeting, the participants agreed on four main areas of work for the dialogue platform:

- creating added value in supply chains;
- promoting generic diamond marketing programs in BRICS markets;
- ensuring common standards for responsible diamond mining and trade;
- exchanging best practices.

The agreements reached on the creation of a new cooperation mechanism were enshrined in the declaration of the BRICS leaders following the summit on 22–24 October 2024 in Kazan.

3.7 Procurement management

The main objectives of the procurement unit of PJSC ALROSA are to ensure timely provision of material and technical resources to the Company's production facilities, to maintain stable inventory levels and to move goods between storage facilities throughout the Republic of Sakha (Yakutia) in a timely manner. The delivery of technical and material resources is conducted amidst persistent restrictions related to environmental and weather conditions.

The procurement activities are governed by Federal Law No. 223-FZ of 18 July 2011 "On the Procurement of Goods, Work and Services by Certain Types of Legal Entities", the Regulation on Procurement and the Company's internal documents.

In the reporting year, the Company's procurement activities were affected by the following external factors:

- continued sanctions pressure and restrictions on supplies of certain categories of goods;
- increased delivery times and instability of supply chains;
- high demand for warehouse workers, truck drivers and special equipment operators, the need to revise the terms of work with personnel;
- increased freight transportation tariffs due to the restructuring of logistics routes and increased demand for transportation services;
- financial constraints and difficulties in mutual settlements.

In response to these challenges, the Company continued its active efforts to localize procurement, search for domestic and alternative foreign suppliers, and develop new logistics solutions.

3.7.1 Support for small and medium-sized enterprises (SME)

As part of its ongoing efforts to support small and medium-sized companies (SMEs), the Company is actively purchasing from them and conducting training programs amidst the current restrictions on foreign product supply.

The Company took part in four workshops on ensuring the access of SMEs to major customers' purchases which were held by JSC SME Corporation in the Republic of Sakha (Yakutia) and in the Novosibirsk Region where ALROSA Group entities operate. The Company also has a Partnership Program with SMEs aimed at creating a network of qualified and responsible small and medium-sized business partners. In 2024, 56 SMEs were included in the program register.

Figure 13. Structure of purchases from SMEs in 2024, %

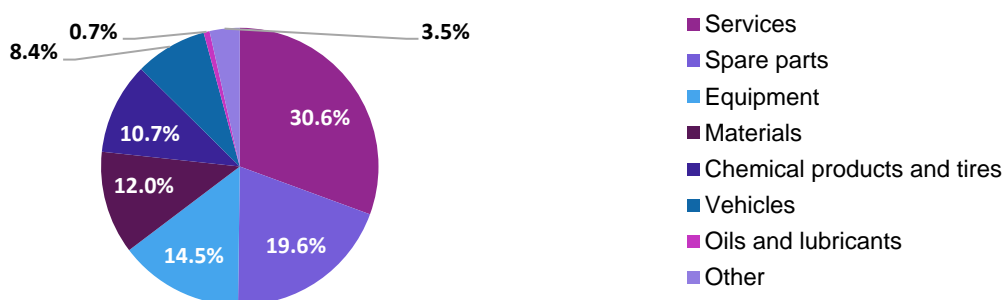
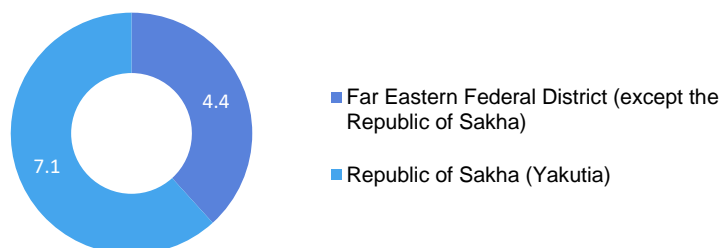


Figure 14. Purchases from small and medium-sized businesses registered in the Far Eastern Federal District in 2024, RUB bln



In 2024, the Company approved [a Development Program for Small and Medium-Sized Businesses for Their Potential Participation in the Procurement of Goods \(Work, Services\)](#).⁴⁰ The program will make it possible to implement a set of measures aimed at stimulating the participation of small and medium-sized enterprises in ALROSA purchases for all types of economic activity. As part of the Development Program, the selection process for lumber supply was conducted, and a cooperation agreement was made with a participant of the Program, which included a specific development pathway.

3.7.2 Import substitution

In 2024, the supply of ALROSA Group entities with material and technical resources was affected by external factors, such as withdrawal from the Russian market of European, American and Japanese manufacturers of mining equipment, quarry, transportation machines, trucks, power equipment, industrial automation systems and instrumentation. ALROSA actively sought out potential alternative manufacturers and suppliers for materials and equipment that are not produced domestically in the Russian Federation.

In the reporting year, the Company's specialists regularly visited enterprises that produce materials and equipment required by ALROSA Group, performed audits of the production capacities of these facilities, equipment and materials production technologies and established business contacts with the management and technical specialists to purchase materials and equipment for the Group's needs.

As part of building alternative supply chains in 2024, the Company's professionals visited over 10 enterprises producing excavators, electric generating units, industrial automation equipment, diesel engines, generators and power units, drilling equipment and tools, tunnelling units, compressor equipment, construction, quarry and hoist machinery and other equipment in demand by the Company.

⁴⁰ Approved by Order No. 01/4-P of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA dated 15 January 2024, valid indefinitely

In order to meet the Company's needs with modern domestic technologies and equipment for open pit and underground mining operations, ALROSA signed a cooperation agreement with the Ministry of Industry and Trade of Russia and machine-building enterprises on the sidelines of the 2024 St. Petersburg International Economic Forum. One of the main objectives of the agreement is to provide the Company with modern domestic technologies and equipment for open-pit and underground mining.

As part of the import substitution process, various mining and conveyor equipment was purchased, including road trains, drilling rigs, and front loaders.

4 Sustainable development

4.1 Sustainability Management

Governance structure

The organizational management model ensures that the principles of sustainable development are implemented and taken into account at all decision-making levels and in all business processes of the Company. The Supervisory Board performs sustainability management at the strategic level, while the Executive Committee and the CEO perform sustainability management at the operational level.

In order to coordinate sustainability efforts at the operational level, a Task Force has been also created with the participation of ALROSA divisions involved in managing environmental, social, financial and economic aspects, as well as corporate governance issues.



Sustainability documents

The priority role of sustainable development principles is reflected in ALROSA's mission and strategy to 2025, as well as in key corporate policies and standards governing various sustainability aspects, including the Sustainability Policy.

In addition, the Company has a 2025 Sustainability Programme that sets goals in five strategic areas. To achieve these goals, the relevant Action Plan is being implemented.

The concept, principles and key areas of activity according to the 2021–2025 Sustainability Programme



Stakeholder engagement

ALROSA establishes open, respectful and mutually beneficial relations with stakeholders and informs them of the Company's operations in a timely manner.

Such engagement is based on compliance with the Stakeholder Engagement Policy. A number of interactive tools and mechanisms are implemented, meetings and consultations are held.

Disclosures

The Company annually publishes its [Sustainability Report](#) that covers the results of ALROSA's activities in the main areas of impact on the environment, society and the economy of the regions of presence.

Besides, as a member of the UN Global Compact, ALROSA prepares a detailed annual report on progress in implementing its principles.

Key events of 2024

- The Action Plan for 2024 related to the ALROSA Group Sustainability Programme for 2021–2025 was completed, including over 20 projects such as:
 - certification of management systems
 - effectiveness assessment of social projects
 - assessment of sustainability risks and opportunities
 - training courses in sustainable development and human rights
- ALROSA Group approved the Environmental and Climate Strategies to 2035
- The ALROSA Group Sustainability Programme for 2025–2029 and the related Action Plan were approved
- The Company took part in the Conference of the Parties to the UN Framework Convention on Climate Change (COP 29) in Baku

4.2 Governance and business ethics

Management approach

Business ethics

As a responsible market participant and one of the largest Russian mining companies, ALROSA complies with all legal requirements and standards, builds a compliance system and develops a corporate culture based on zero tolerance for violations, including corruption.

Human rights

As far as human rights are concerned, ALROSA is governed by the laws of the Russian Federation, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Global Compact, and the UN Guiding Principles on Business and Human Rights and the World Diamond Council System of Warranties Guidelines.

Compliance Hot Line

Channels for submitting reports:

- independent call center 8 (800) 234-21-52
- WhatsApp 8 (916) 192-47-18
- e-mail: hotline@alrosa.ru
- form on the portal www.hotline.alrosa.ru

Innovation and digitalization

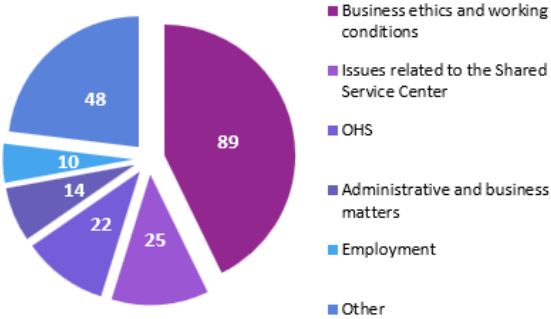
In order to improve performance and working conditions, ALROSA Group focuses on innovation and digitalization. Development of innovations is one of the goals of the ALROSA Group Sustainability Programme to 2025 in the Governance and Business Ethics area. ALROSA’s Innovative Development and Technological Modernization Program recognizes digitalization as the Company’s main tool for transformation.

Key events of 2024

- The Compliance Hot Line received 208 reports
- The Internal Audit Department audited the compliance system. The Hot Line performance indicator rose to 3.4 points (from 3.0 in 2023). The recommendations of the Internal Audit Department were included in the action plan for the Hot Line for 2025
- **A number of innovations and digitalization projects were implemented, including:**
 - obtaining a certificate of the carbon neutrality of ALROSA’s Diamond Mining and Processing Operations
 - completing R&D for the creation and production of a prototype of a universal high-performance separator
 - completing pilot tests of the machine vision system to control the load factor of dump trucks

2024 highlights

Subjects of reports to the Compliance Hot Line; number of reports



In 2024, the ACRA rating agency assigned ALROSA an ESG rating of **ESG-AA, level ESG-3**, signifying a superior assessment in social responsibility, corporate governance, and environmental considerations

ALROSA took first place in the Effective Management of Legal and Compliance Risks category of the 19th competition “The Department. The best legal departments in Russia – 2024”

4.3 Human capital development

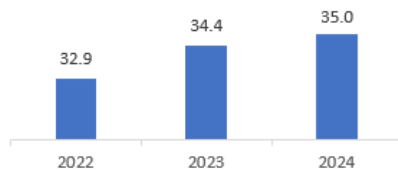
Management approach

Main objectives of the HR policy in 2024

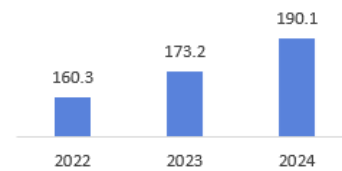
- development of a mentoring and adaptation system for all employees, development of a single methodology for personnel training
- development and motivation, retention of leadership in key positions, career guidance for young people
- professional retraining and training of discharged employees, their employment
- corrective measures based on the results of the personnel engagement assessment
- attraction of workforce as part of the “Local Staff in Industry” project and local employment promotion
- implementation of a regional program “Improving the Mobility of Labor Resources” and conclusion of the related Agreement for 2023–2025 with the State Employment Committee of the Republic of Sakha (Yakutia)

2024 highlights

Average headcount of ALROSA Group, thous. people



Average wages at ALROSA Group, RUB thousand



Employment of local residents

In 2024, ALROSA employed **6,600** people from the local population of the Republic of Sakha (Yakutia), including 2,489 residents of the Diamond Province. At the end of the year, ALROSA Group was the leader in the employment of local residents among republican enterprises.

2024 “Local Staff in Industry” program results

3,406 people on a shift basis and for seasonal work	2,569 people from rural areas	2,249 young professionals under the age of 35
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Training and development

Areas of training at the Company:

- professional training, retraining and professional development for blue-collar workers
- professional development programs in industrial and fire safety, civil defense and emergency protection
- OHS training and knowledge assessment
- industrial safety certification on Rostekhnadzor’s Unified Testing Portal
- mandatory training in accordance with the law
- training under corporate programs

Social support and partnership

Collective Bargaining Agreement in place between PJSC ALROSA and Profalmaz for 2023–2025

Comprehensive support for employees and their family members is one of the Company's strategically important areas of work. The Company implements various programs, including housing programs, health resort treatment and recreation, healthy lifestyle promotion and health protection programs.

4.4 Occupational Health and Safety

Management approach

The health and safety of employees is an absolute priority for ALROSA. Each risk associated with the production process or natural disasters is carefully analyzed. ALROSA applies a preventive comprehensive approach to occupational health and safety (OHS) management. The Company focuses on continuous improvement of the existing occupational health and safety management system and implements global best practices. The corporate safety culture covers all levels of management and includes the responsible behavior of the Company's counterparties.

The strategic goals of ALROSA Group are zero accidents and zero fatalities among employees

Vital principles binding on each employee of the Company regardless of their position

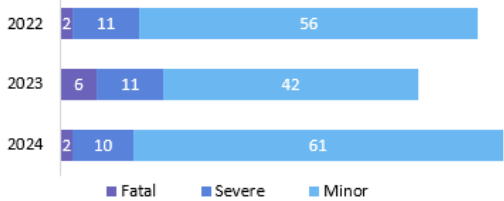
- Priority of safety**
- Accountability of the management**
- Zero tolerance for injuries and accidents**
- Openness and honesty**
- Engagement**

The methodological support of the OHS management system is provided by standing OHS committees under the CEO – Chairman of the Executive Committee, the Executive Director, and heads of enterprises.

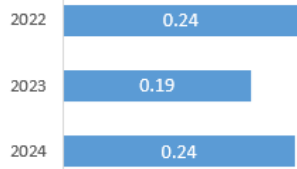
The authorities of these committees include both determination and development of OHS strategies, allocation of additional OHS financing, analysis of audits and identified violations, consideration of injury and accident statistics, and resolution of operational issues related to the Company's day-to-day operations.

2024 highlights

Number of recorded injuries of ALROSA Group employees



LTIFR changes across ALROSA Group



Key events of 2024

- The Fundamental Safety Rules were approved to establish a unified approach to safety rules, the violation of which may lead to the dismissal of an employee
- The LOTO project was launched, the Regulations on Isolation and Control of Hazardous Energy (Lockout/Tagout (LOTO)) were approved, and employees were trained to use the LOTO system
- The Udachny MPD launched a pilot project of the automated information system "Production Control (AIS PC)"
- The Company developed a standard "Notification, Registration and Internal Investigation of Incidents Related to OHS, Road Traffic Safety and Fire Safety"
- A pilot project was implemented to digitalize the issue of work permits at the Udachny MPD
- ALROSA approved the Regulations on Training for Company Employees in OHS, Fire and Industrial safety, Civil Defense and Protection from Natural and Man-made Emergencies
- The second Strategic Session on Occupational Safety was held among managers and specialists of the function

4.5 Environmental protection

Management approach

The [Environmental Policy](#) is a key internal document on environmental protection (EP), sustainable use of natural resources and climate change. It sets forth guidelines and practical measures in these areas.

The **Comprehensive Program for Environmental Protection and Environmental Safety for 2024–2028** covers the following key areas of ALROSA’s environmental protection efforts:

- air protection and mitigation of climate-related impacts
- collection and treatment of wastewater
- management of production and consumption waste
- protection and rehabilitation of land, surface and ground water
- conservation of biodiversity and protection of natural areas
- radiation safety of the environment
- research activities and development of measures to reduce negative anthropogenic impacts
- protection of the environment from noise, vibration or other physical impacts

The **existing environmental management systems (EMS)** meet the requirements of ISO 14001:2015 and the national standard GOST R ISO 14001-2016, which is confirmed annually by an independent body.

Environmental protection and climate change issues are considered at various management levels, including at the level of the Supervisory Board and the Executive Committee. The ALROSA Environmental Center is a key structural element of the EMS and is responsible for the development and implementation of the environmental strategy, environmental project management and EMS improvement.

Mechanisms for stakeholder engagement on environmental protection issues

- Implementation of an annual social and environmental action plan, including the traditional republic-wide environmental meeting “Green Pioneers of Yakutia”, the environmental campaign “Protect the Nature”, “One Day in the Life of an Ecologist”, “Rowan-Tree Alley”, etc.
- Conducting public hearings and responding to reports on environmental protection
- Environmental protection training events for managers and specialists of ALROSA’s structural divisions and employees of the Environmental Center
- Holding an Eco-Leader competition to increase the level of environmental responsibility of employees
- Holding a photo competition “Let the Nature Thrive Eternally 2.0” for environmental education purposes

Key events of 2024

- ALROSA Group developed and approved the Climate and Environmental Strategies and the related action plans
- The Group approved the 2028 Comprehensive Program for Environmental Protection and Environmental Safety
- **GHG emissions:** energy-saving measures were implemented in accordance with the current energy efficiency improvement program. The plan to save fuel and energy resources as a result of implementing energy-saving measures was completed by 110.9%
- **Energy resources:** a pilot project was launched to introduce an energy management system at JSC Almazya Anabara
- **Waste:** the number of contracts for waste recycling and neutralization services was increased, new waste certificates were developed and approved; meetings were held as part of an agreement with Rosprirodnadzor on subsoil waste management issues
- **Water resources:** the Lomonosovsky MPD successfully tested a new water treatment technology, which provides for a solution for the deposition of saponite particles, and a complete recycled water clarification unit of the Lomonosovsky MPD’s processing plant was put into operation. Significant reductions in the involvement of additional clean water volumes are expected as a result of the project
- **Biodiversity:** measures were taken to monitor and protect the Leno-Olenek population of wild reindeer, monitor the Red List bird species of lesser white-fronted goose, stock rivers and lakes with valuable fish species, reforest areas. Biodiversity research and support activities for specially protected areas were carried out

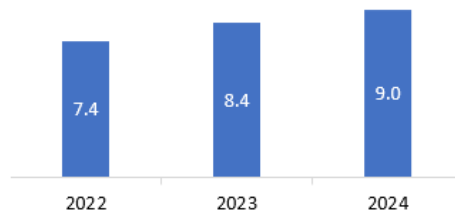
4.6 Social investments and development of regions of presence

Management approach

ALROSA Group is the key business entity in the Republic of Sakha (Yakutia) and makes a significant contribution to the socio-economic development of the region. The Company continues to pay special attention to the development and strengthening of cooperation and partnership with local communities in order to jointly implement programs and projects to facilitate social and economic development of the regions of presence, ensure a decent quality of life for the residents, and to preserve traditional spiritual and cultural values of each region.

Social investment

Social expenditures of ALROSA Group, RUB bln



NPF Almaznaya Osen²

The non-state pension fund Almaznaya Osen supports the Company's pensioners.

Sponsorship support

In 2024, ALROSA provided sponsorship on requests from employees, ALROSA pensioners and various organizations for the amount of **RUB 250.7 mln**. The funds were used, among other things, to help people in particular need of treatment and recovery who have suffered from fires, natural disasters or other unforeseen and extraordinary circumstances.

¹ Including the Company's contributions to the non-state pension fund Almaznaya Osen (the Non-State Pension Fund GAZFOND Pensions since April 2024)

² In April 2024, the non-state pension fund Almaznaya Osen was reorganized by merging into the Non-State Pension Fund GAZFOND Pensions

Special-purpose financing



In 2024, the total special-purpose financing from ALROSA amounted to **RUB 4.9 bln**

Special-purpose financing is provided to the Special Fund for Future Generations of the Republic of Sakha (Yakutia). The Fund's mission is to ensure the economic, social and other welfare of future generations of Yakutia.

Main areas of financing of the Special Fund for Future Generations of the Republic of Sakha (Yakutia) in 2024

Socially important: "Growing up with Yakutia," "Ecosystem of Children's Giftedness Development," "Early Aid," "Childhood Territory," "Future Generations Park," "Compass of the Future," "Creation of the Future"

Program for providing the population of the Vilyuyskaya group of uluses with high-quality drinking water and a program for comprehensive research on the environmental condition of the Vilyuyskaya group of uluses and the health of the population in these territories

Construction of social infrastructure facilities: Center of Excellence on Urban Environment, a multifunctional cultural center, a fitness center with a swimming pool, a 3,000-seat stadium

Support for indigenous minorities of the North

ALROSA annually provides targeted support to indigenous minorities of the North under cooperation and social and economic development agreements. For example, in 2024, the Company transferred RUB 83.3 mln as part of the agreements with nine uluses of the Republic of Sakha (Yakutia), and another RUB 10 mln under the agreement with the Sadynsky National Evenki nasleg of the Mirny district of the Republic.

RUB 11.2 mln was allocated to the Association of Indigenous Minorities of the North of the Republic of Sakha (Yakutia) to implement measures aimed at preserving, reviving and promoting indigenous languages, ethnic culture (activities of Evenks, Evens, Yukaghirs, Dolgans, Chukchi, Russian Arctic's old-timers, the young Suglan, Kyndykan projects)

5 For shareholders and investors

[Share capital and dividend policy](#)

[Shareholder and investor relations](#)

5.1 Share capital and dividend policy

5.1.1. Share capital

Share capital structure

ALROSA is a company with state participation, whose major shareholders are the Russian Federation (33%) and the Republic of Sakha (Yakutia) (25%). The governments of Yakutian regions (uluses) account for 8% of the Company's share capital.

In 2024, the Company's free float remained unchanged at 34%. 29% of ALROSA shares, or 85% of the free float, are held by institutional investors represented by more than 300 minority shareholders that are investment funds. Ten funds own 15% of the Company's shares.

Table 17. Structure of the Company's share capital

Russian Federation	33.0256%
Republic of Sakha (Yakutia)	25.0002%
Administration of districts (uluses) of the Republic of Sakha (Yakutia)	8.0003%
Free float	33.9739%

As at 31 December 2024, the companies of ALROSA Group held 152,329,800 shares in the Company.

An analysis conducted to identify the securities owners showed that there were no substantial changes to the shareholder structure in terms of investment style.

Dynamics of trading in the Company's shares

The Company's shares have been traded on the Moscow Exchange since 2011, with the ALRS ticker. As at the end of 2024, they were included in the first-tier listing.

Table 18. Information on the Company's shares

Type of shares	Ordinary registered uncertificated
Issue size	7,364,965,630
Issue number	1-03-40046-N
Par value, RUB	0.50
Identification codes	ALRS
Trading commencement date	29 November 2011

Table 19. Trading volumes and trends

Indicator	2022	2023	2024
Lowest price, RUB	58.22	58.8	45.6
Highest price, RUB	123.82	92.0	81.5
Average price for the year, RUB	76.8	69.8	64.2
Price at year end, RUB	58.82	69.5	57.9
Free float (number of shares)	2,502,161,810	2,502,161,810	2,502,161,810
Free float, %	33.9739	33.9739	33.9739
Year-end capitalization, RUB bln	433,207	511,865	426,137
Year-end capitalization⁴¹, \$ mln	6,019	5,707	4,191

In 2024, the dynamics of trading in ALROSA shares were greatly affected by the external information environment, including the state of the sector, and the restricted information disclosure regime.

⁴¹ The Company's market capitalization at the end of each reporting period, data from the Moscow Exchange at the Bank of Russia exchange rate on the last day of trading

Trends in the market price for ALROSA shares versus the MOEX Index in 2024⁴²

The share price of ALROSA increased by 17% in 2024, while the MOEX Index fell by 7% over the same period. Both a mixed information environment in the sector and a controlled disclosure system for capital markets impacted the performance of ALROSA shares.

Figure 15. Performance of ALROSA shares and the MOEX Index for the 12 months of 2024⁴³



Table 20. As at 31 December 2024, ALROSA shares were included in the calculation base for the following major Russian indices

Index name	Index symbol	Weighting in index, %
MOEX Index and RTS Index	IMOEX, RTSI	0.93%
MOEX Metals and Mining Index and RTS Metals and Mining Index	MOEXMM, RTSMM	8.80%
Moscow Exchange Broad Market Index and the RTS Broad Market Index	MOEXBMI, RUBMI	0.85%
MOEX – RSPP Responsibility and Transparency Index	MRRT	1.67%
Moscow Exchange Index – RSPP Sustainability Vector	MRSV	3.74%

5.1.2. Dividend policy

In accordance with the [Regulation on the Dividend Policy of PJSC ALROSA](#) approved in 2021,⁴⁴ dividends are paid to shareholders subject to the following conditions:

- the Company having net profit and/or retained earnings recorded in its financial statements prepared in accordance with Russian accounting laws;
- the current and forecast Net Debt/EBITDA ratio not exceeding 1.5;
- absence of restrictions on the payment of dividends in accordance with Russian laws.

The minimum level of dividends is set at 50% of the net profit for a year under IFRS. The amount of dividends is determined based on the Company's free cash flow and the Net Debt/EBITDA ratio as at the end of the first half of a year or for a year.

Dividends are paid annually, with the following frequency as a standard choice:

- based on the Company's performance for the first half of a reporting year;
- based on the Company's performance for a reporting year (less dividends paid for the first half of a reporting year).

On 20 May 2024, the Company's annual General Meeting of Shareholders approved dividends for 2023 in the amount of RUB 14,877 million (including RUB 308 mln on shares held on the balance sheet of Group subsidiaries). The dividend per share was RUB 2.02.

⁴² Source: Bloomberg

⁴³ Source: Cbonds

⁴⁴ Approved by the Supervisory Board of PJSC ALROSA on 10 March 2021, Minutes No. 01/328-PR-NS.

On 30 September 2024, the Company's extraordinary General Meeting of Shareholders approved dividends for first half 2024 in the amount of RUB 18,339 mln (including RUB 3,794 mln on shares held on the balance sheet of Group subsidiaries). The dividend per share was RUB 2.49.

Table 21. Dividend payment trends, 2013–2024

Dividend period	Declaration date	Dividend per share, RUB	Total dividends accrued, RUB mln	Of which paid for the given dividend period in the reporting period, ⁴⁵ RUB mln
2014	25 June 2015	1.47	10,826	10,824
2015	30 June 2016	2.09	15,392	15,381
2016	30 June 2017	8.93	65,769	65,688
2017	26 June 2018	5.24	38,592	82,238 ⁴⁶
H1 2018	30 September 2018	5.93	43,674	
2018 ⁴⁷	26 June 2019	4.11	30,270	58,493 ⁴⁸
H1 2019	30 September 2019	3.84	28,281	
2019 ⁴⁹	24.06.2020	2.63	19,370	19,346 ⁵⁰
2020 ⁵¹	16 June 2021	9.54	70,262	134,918 ⁵²
H1 2021	30 September 2021	8.79	64,738	
H1 2023	30 September 2023	3.77	27,766	27,756
2023	20 May 2024	2.02	14,877	14,727 ⁵³
H1 2024	30 September 2024	2.49	18,339	18,332 ⁵⁴

5.2 Shareholder and investor relations

5.2.1. Investor relations

The Company's management focuses on building an open dialog with investors by participating in relevant events and maintaining ongoing communication with the investment community. ALROSA's corporate policy is based on the principles of information transparency and an equitable approach to all shareholders. When interacting with investors, the Company's management adheres to global best practices.

In 2024, the Company's management continued targeted communication as part of the temporary procedure for providing information at the request of government authorities in the constituent entities of the Russian Federation and local authorities.⁵⁵ In addition, 120 face-to-face meetings with shareholders and investors were held in the reporting year. The Company also organized an information visit to the production facilities for analysts of rating agencies and investment banks. In the reporting year, ALROSA did not hold Investor Day.

⁴⁵ According to the financial statements of PJSC ALROSA

⁴⁶ Dividends paid in 2018 based on the results of operations for 2017 and H1 2018

⁴⁷ Dividends declared based on the results of operations for 2018, net of dividends declared based on the results for H1 2018. The total amount of declared dividends for 2018 was RUB 73,944 mln.

⁴⁸ Dividends paid in 2019 based on the results of operations for H2 2018 and H1 2019

⁴⁹ Dividends declared based on the results of operations for 2019, net of dividends declared based on the results for H1 2019. The total amount of declared dividends for 2019 was RUB 47,651 mln.

⁵⁰ Dividends paid in 2020 based on the results of operations for H2 2019.

⁵¹ Dividends declared based on the results of operations for H2 2020. No dividends were paid for H1 2020 due to negative free cash flow.

⁵² Dividends paid in 2021 based on the results of operations for H2 2020 and H1 2021

⁵³ Dividends paid in 2024 based on the results of operations for H2 2023.

⁵⁴ Dividends paid in 2024 based on the results of operations for H1 2024.

⁵⁵ Approved by Resolution of the Executive Committee of 26 August 2022 No. 01/366-PR-P, Resolution of the Government of the Russian Federation No. 351 of 12 March 2022 and Resolution of the Government of the Russian Federation No. 1102 of 4 July 2023

Annual overview of the investment diamond market



ALROSA publishes an annual overview of the investment diamond market and presents a report to analysts of investment banks and financial companies.

Project description: as part of the ALROSA Diamond Exclusive program, the Company presents an annual overview, which analyzes the results and prospects for the development of the diamond market for a year, as well as the price dynamics for the main groups of polished diamonds, including investment-grade ones. This approach helps the Company not only to inform the market, but also to promote its development, making diamond investments more attractive and understandable for potential investors.

Key project outcomes:

- In 2024, in the run-up to the Moscow Financial Forum, the Company organized an investment breakfast with analysts from investment banks and financial companies, where it presented an annual overview of the state of the diamond market. The Company also informed the participants of the event about possible measures to regulate the diamond investment market, the implementation of which will make this investment tool more understandable for investors.

5.2.2. Relations with analysts from investment banks and the Company's analytical coverage

As at the end of 2024, 8 analysts from investment banks were performing a fundamental analysis of the Company's securities. In addition, the analysis is performed by independent analysts who publish their recommendations on social networks.

Table 22. Analysts from investment banks performing a fundamental analysis of ALROSA securities (shares and/or debt instruments) (at the end of 2024)

Investment bank	Analyst	Contacts
ALFA-BANK	Boris Krasnozhenov	bkrasnozhenov@alfabank.ru
ATON	Andrey Lobazov	Andrey.Lobazov@aton.ru
BCS	Kirill Chuyko	KChuyko@bcspgm.com
Sber	Maria Martynova	MMiMartynova@sberbank.ru
Euler Research Technologies	Nikanor Khalin	nikanor.khalin@euler.team
Gazprombank	Igor Goncharov	Igor.goncharov@gazprombank.ru
Veles-Capital	Vasily Danilov	VDanilov@veles-capital.ru
Finam	Aleksey Kalachev	aakalachev@corp.finam.ru

Despite the expansion of sanctions measures against PJSC ALROSA in 2024, the consensus forecast of analysts for the next 12 months for the Company's shares remains "buy." Based on the ALROSA performance, its reporting, the situation in the sector as a whole, analysts expect a further increase in the share value.

Figure 16. Number of analysts performing fundamental analysis of ALROSA shares and/or debt instruments



In 2025, the Company plans the following investor relations activities:

- participation in investment bank conferences;
- meetings with representatives of investment funds;
- organization of visits to the Company's production assets;
- voluntary and mandatory disclosure of information in accordance with the requirements of Russian regulators and best global IR practices;

- development of private investor relations, expansion of the investor base through more active positioning of the Company;
- interaction with analysts of rating agencies and analysts of investment banks to improve the fair valuation of the Company, as well as to expand the number of banks/analysts covering the Company;
- regular surveys of investors and analysts to find out their opinions on the Company's strategy, quality of information disclosure, assessment of management's actions, and possible areas of development.

6. Corporate governance

[Corporate governance principles and structure](#)

[General Meeting of Shareholders](#)

[Supervisory Board](#)

[Executive management bodies](#)

[Corporate Secretary](#)

[Risk management system](#)

[Control system](#)

[Information disclosure system](#)

PJSC ALROSA kept its rating at 8+ “Leading Corporate Governance Practices”, according to the methodology of the National Rating of Corporate Governance (NRCG).

The number of independent directors on the Supervisory Board was three people.

6.1. Corporate governance principles and structure

The system of corporate governance at PJSC ALROSA has been established in full compliance with the norms and requirements of Russian legislation, including corporate law, anti-corruption law, and legislation on the securities market. Consistently developing all elements of the system and adjusting them in response to new requirements and challenges of the external environment, the Company unswervingly follows the key principles enshrined in the [Code of Corporate Governance](#).

Compliance with high corporate governance standards is one of the Company's strategic priorities. The management of PJSC ALROSA believes that the growth of shareholder value in the long run is impossible without comprehensive protection of the rights and interests of all shareholders.

PJSC ALROSA makes every effort to comply with the principles of corporate governance set forth in the Corporate Governance Code recommended by the Bank of Russia in its Letter No.06-52/2463 dated 10 April 2014, and intends to continue working to implement the key principles and recommendations of this Corporate Governance Code in the Company's activity.

On 30 August 2024, the Russian Institute of Directors, based on its monitoring of the Company's corporate governance over the previous year, kept the NRCG rating of PJSC ALROSA at 8+ "Leading Corporate Governance Practices", according to the updated methodology of the National Rating of Corporate Governance (NRCG). A company with NRCG 8+ follows a substantial portion of the recommendations of the Russian Corporate Governance Code and sustainability standards. Stakeholder risks related to the quality of corporate governance and sustainability management are insignificant.

6.1.1 Corporate governance principles

PJSC ALROSA adheres to the following principles of corporate governance:

1. Regarding the rights of shareholders and the equality of conditions for shareholders:
 - all shareholders are provided with the right to participate in the management of the Company by making decisions on the most important issues;
 - all shareholders are provided with the equal and fair opportunity to participate in the distribution of the Company's profits through payment of dividends;
 - all shareholders are given equal conditions and equal treatment;
 - all shareholders are entitled to effective protection.
2. Regarding the organization of and support for the work of the Supervisory Board:
 - the Supervisory Board provides strategic management of the Company, defines the main principles and approaches to organizing the systems of risk management and internal control, monitors the activity of the Company's executive bodies, and performs other key functions;
 - the Supervisory Board is accountable to the Company's shareholders;
 - the Supervisory Board is effective and professional, capable of making objective, independent judgments and making decisions that support the interests of the Company and its shareholders;
 - the Supervisory Board includes a sufficient number of independent directors;
 - the Supervisory Board receives support to ensure its effective work in the process of convening and holding meetings (absentee voting), preparation for and participation in the meetings by the Supervisory Board members;
 - the Supervisory Board creates committees for preliminary consideration of the most important issues.
3. Regarding the organization of and support for the work of the Corporate Secretary:
 - the Corporate Secretary facilitates effective relations with shareholders, coordinates the Company's actions in protecting the rights and interests of shareholders and supports the effective work of the Supervisory Board.
4. Regarding the development and implementation of the remuneration system for the Supervisory Board members and the executive bodies:
 - a fair level of compensation is paid by the Company to attract, motivate and retain people who have the required competencies and qualifications;
 - the remuneration system for the Company's executive bodies and other key executives enshrines the principle that remuneration depends on the Company's performance and their personal contribution to its achievement.

5. Regarding the organization and functioning of the system of risk management and internal control:
 - an effective system of risk management and internal control has been created at the Company;
 - the Company organizes internal audits for a systematic independent assessment of the reliability and efficiency of the management system.
6. Regarding information disclosures on the Company:
 - the Company and its operations are transparent to shareholders, investors and other stakeholders;
 - complete, up-to-date and reliable information on the Company is promptly disclosed in order to ensure that shareholders and investors are able to make informed decisions;
 - information and documents are provided at the request of shareholders in accordance with the principles of equal and unhindered access.

6.1.2 Governance structure

The Company's corporate governance system is a well-designed organizational structure of management and control bodies with a clear interaction mechanism.

The supreme management body of the Company is the General Meeting of Shareholders.

The Supervisory Board exercises strategic management and controls the work of the Executive Committee that provides operational management.

The Chief Executive Officer (single-person executive body) is also the Chairman of the Executive Committee.

The Supervisory Board has three committees – the Strategy and Sustainability Committee, the Audit Committee and the HR and Remuneration Committee. Their activity is aimed at improving the efficiency and overall performance of the Supervisory Board.

The Company has implemented an effective system of external and internal control and audit comprising the Revision Commission and independent auditors, Internal Audit Department, Financial Control Department, Internal Control and Compliance Department,⁵⁶ and Risk Management Department.

6.2. General Meeting of Shareholders

6.2.1 Information on the conduct of General Meetings of Shareholders

The General Meeting of Shareholders is the supreme management body of PJSC ALROSA acting on the basis of Russian legislation, the [Articles of Association](#) and the [Regulations on the General Meeting of Shareholders of PJSC ALROSA](#).⁵⁷

In accordance with the Federal Law “On Joint Stock Companies” and the Company’s Articles of Association, an annual General Meeting of Shareholders is held each year no earlier than two months and no later than six months after the end of a financial year. The annual General Meeting of Shareholders approves the Company's annual report, annual financial statements and distribution of profits (including the payment (declaration) of dividends) and losses based on the results of a reporting year, elects members of the Supervisory Board and the Audit Commission, appoints the Company’s audit firm and may also decide on other issues assigned to the competence of the General Meeting of Shareholders.

In addition to an annual General Meeting of Shareholders, an extraordinary General Meeting of Shareholders may be held.

The following key matters are within the competence of the General Meeting of Shareholders:

- election of members of the Supervisory Board and the Audit Commission of the Company;
- approval of the Company's annual reports and annual financial statements;
- distribution of the Company's profits and losses based on the results of a reporting year;

⁵⁶ On 13 January 2025, the Internal Control and Compliance Department and the Risk Management Department were merged into the Risk Management and Internal Control Department.

⁵⁷ Approved by the annual General Meeting of Shareholders of the Company on 26 June 2019 (Minutes No. 40) and subsequently amended by the extraordinary General Meeting of Shareholders on 30 September 2021 (Minutes No. 44) and the annual General Meeting of Shareholders on 20 May 2024 (Minutes No. 48).

- payment (declaration) of dividends;
- appointment of the Company's audit firm;
- introduction of amendments and addenda to the Articles of Association or approval of a new version of the Articles of Association;
- approval of internal regulations governing the activity of the Company's bodies;
- determination of the quantity, par value, category of declared shares, and the rights conferred by the shares;
- split and consolidation of shares;
- increase and reduction in the Company's authorized capital;
- placement through open subscription of convertible marketable securities that may be converted into ordinary shares;
- decisions to approve or on subsequent approval of interested-party transactions in cases stipulated by the Federal Law "On Joint Stock Companies";
- decisions to approve or on subsequent approval of transactions in cases stipulated by the Federal Law "On Joint Stock Companies";
- participation in financial-industrial groups, associations and other unions of commercial entities;
- reorganization of the Company;
- liquidation of the Company, appointment of a liquidation commission and approval of the interim and final liquidation balance sheets;
- establishment of remuneration and decisions on the payment of remuneration and/or compensation of expenses to members of the Supervisory Board and the Audit Commission related to the performance of their duties.

On 20 May 2024, the annual General Meeting of Shareholders of PJSC ALROSA in the form of absentee voting was held.

The agenda of the annual General Meeting of Shareholders of PJSC ALROSA was as follows:⁵⁸

1. Approval of the Annual Report of PJSC ALROSA.
2. Approval of the annual financial statements of PJSC ALROSA.
3. Distribution of profits (including payment (declaration) of dividends) and losses for 2023.
4. Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA.
5. Payment of remuneration to the members of the Revision Commission of PJSC ALROSA.
6. Election of the Supervisory Board members of PJSC ALROSA.
7. Election of the Revision Commission members of PJSC ALROSA.
8. Appointment of the audit firm for PJSC ALROSA.
9. Approval of amendments to the Articles of Association of PJSC ALROSA.
10. Approval of amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA.
11. Approval of amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA;

The extraordinary General Meeting of Shareholders of PJSC ALROSA was held on 30 September 2024 in the form of absentee voting.

The agenda of the extraordinary General Meeting of Shareholders of PJSC ALROSA was as follows:⁵⁹

1. Payment of dividends for H1 2024, the amount of dividends, the dates and the form of their payment, and the date when persons entitled to receive dividends are determined.

6.3 Supervisory Board

6.3.1 General information on the Supervisory Board

Members of the Supervisory Board are elected by the General Meeting of Shareholders for a term extending to the following annual General Meeting of Shareholders.

The Supervisory Board acts on the basis of Russian legislation, the Articles of Association and the Regulations on the Supervisory Board of PJSC ALROSA.

The scope of authority of the Supervisory Board includes resolving the issues of general management of the Company's activities, except for the issues falling within the competence of the General Meeting

⁵⁸ Minutes No. 48 dated 21 May 2024.

⁵⁹ Minutes No. 49 dated 1 October 2024.

of Shareholders and the executive bodies under the Federal Law “On Joint Stock Companies” and the Company's Articles of Association.

In accordance with the Company's Articles of Association, 15 people are elected to the Supervisory Board. The Chairman of the Supervisory Board is elected by the members of the Supervisory Board from among them by a three-fourths majority vote of the members of the Supervisory Board participating in the meeting.

The First Deputy Chairman and Deputy Chairman of the Supervisory Board are elected by the members of the Supervisory Board from among them by a majority vote of the members of the Supervisory Board.

6.3.2 Regulations on the Supervisory Board

The new version of the [Regulations on the Supervisory Board of PJSC ALROSA](#) was approved by the annual General Meeting of Shareholders of the Company on 26 June 2019⁶⁰ and subsequently amended by the annual General Meeting of Shareholders on 16 June 2021.⁶¹

6.3.3 Members of the Supervisory Board

The composition of the Supervisory Board changed on 20 May 2024⁶² in connection with the election of new members and removal from office of the former members of the Supervisory Board by the annual General Meeting of Shareholders:

Three members left the Supervisory Board:	Three new members were elected to the Supervisory Board:
<i>Full name</i> ⁶³	Pavel Bagynanov
<i>Full name</i>	Andrey Lobashev
<i>Full name</i>	Igor Nikolayev

On average, members of the Supervisory Board remain on the Board for four years.

Table 23. Supervisory Board members in 2024

1 January 2024 – 20 May 2024	20 May 2024 – 31 December 2024
Anton Siluanov Chairman	Anton Siluanov Chairman
Aysen Nikolayev First Deputy Chairman	Aysen Nikolayev First Deputy Chairman
Sergey Ivanov Deputy Chairman	Sergey Ivanov Deputy Chairman
<i>Full name</i>	Pavel Bagynanov
Evgenia Grigorieva (independent director)	Evgenia Grigorieva (independent director)
<i>Full name</i>	<i>Full name</i>
Andrey Donets (independent director)	Andrey Donets (independent director)
Sergey Dyachenko (senior independent director)	Sergey Dyachenko (senior independent director)
<i>Full name</i>	Andrey Lobashev
<i>Full name</i>	Igor Nikolayev
Pavel Marinychev	Pavel Marinychev
Sergey Mestnikov	Sergey Mestnikov
Alexey Moiseev	Alexey Moiseev
Andrey Ryumin	Andrey Ryumin
Petr Fradkov	Petr Fradkov

As at 31 December 2024, the Supervisory Board of PJSC ALROSA consisted of 15 members, of whom one member was an executive director (CEO – Chairman of the Executive Committee) and 14 were non-executive directors, three of whom were independent.

⁶⁰ Minutes No. 40 dated 26 June 2019.

⁶¹ Minutes No. 43 dated 17 June 2021.

⁶² Minutes No. 48 dated 21 May 2024.

⁶³ Hereinafter access to information about the full names of individual members of the Company's management and control bodies is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 “On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law “On Joint Stock Companies” and the Federal Law “On the Securities Market””

Biographical background of the Supervisory Board members (as at 31 December 2024)

Anton SILUANOV

Chairman of the Supervisory Board of PJSC ALROSA

Aysen NIKOLAYEV

First Deputy Chairman of the Supervisory Board

Sergey IVANOV

Deputy Chairman of the Supervisory Board

Pavel BAGYNANOV

Evgenia GRIGORIEVA

Chairwoman of the HR and Remuneration Committee of the Supervisory Board

Member of the Audit Committee of the Supervisory Board

Independent Director

[Full name]

Andrey DONETS

Member of the HR and Remuneration Committee of the Supervisory Board

Member of the Audit Committee of the Supervisory Board

Independent Director

Sergey DYACHENKO

Chairman of the Audit Committee of the Supervisory Board

Member of the HR and Remuneration Committee of the Supervisory Board

Senior Independent Director

Andrey LOBASHEV

Igor NIKOLAYEV

Member of the HR and Remuneration Committee of the Supervisory Board

Pavel MARINYCHEV

Sergey MESTNIKOV

Alexey MOISEEV

Andrey RYUMIN

Petr FRADKOV

Table 24. Key competencies of the Supervisory Board members⁶⁴

No.	Name	Strategic planning	International cooperation/doing business	Risk management	Sustainability and ESG	Marketing	Law	Operations	Industry	Financial reporting analysis	Human resources and incentive systems management	Innovations, IT	Knowledge of specifics of the Company's regions of presence	Public administration
1.	Full name	*	*	*	*	**	**	**	*	*	*	*	*	*
2.	Full name	+	+	+	*	*	+	+	*	+	+	*	+	+
3.	Full name	+	*	+	+	*	*	+	*	+	+	*	*	+
4.	Full name	+	+	+	+	+	+	+	+	+	+	+	+	+
5.	Full name	+	+	+	+	*	**	+	+	+	+	*	+	+
6.	Full name	*	**	*	*	*	+	*	**	*	*	*	+	+
7.	Full name	*	*	+	*	*	**	+	+	*	*	*	+	*
8.	Full name	+	**	*	*	**	*	*	*	+	+	*	+	*
9.	Full name	*	-	**	**	**	+	*	**	*	+	*	+	+
10.	Full name	+	+	+	+	+	*	*	+	+	+	+	+	+
11.	Full name	*	**	*	**	*	**	**	*	*	*	*	*	*
12.	Full name	*	*	*	*	*	**	+	+	+	*	+	+	**
13.	Full name	+	*	*	*	**	**	+	+	*	+	*	**	-
14.	Full name	*	**	*	*	**	+	**	**	**	*	*	+	+
15.	Full name	*	**	*	-	*	**	**	*	**	*	**	*	*
16.	Full name	+	+	+	*	*	*	+	+	+	+	+	+	*
17.	Full name	+	+	*	*	**	*	**	**	*	*	**	**	*
18.	Full name	+	*	**	+	+	*	**	**	+	+	*	*	+

Legend:

+ expert

* has experience

** has general knowledge

- has no experience

⁶⁴ Based on questionnaires completed by the members of the Supervisory Board.

6.3.4 Meetings of the Supervisory Board

In the reporting year, 25 corporate events of the Supervisory Board were held – 24 of the meetings involved absentee voting and one meeting was held by means of a video conference.

In-depth discussions of the Company's issues are also effectively implemented at the meetings of the Strategy and Sustainability Committee that includes almost the entire Supervisory Board (14 out of 15 members of the Supervisory Board).

The following corporate events of the Supervisory Board Committees were held in 2024:

- nine meetings of the Strategy and Sustainability Committee: seven in person, two in absentia;
- 13 meetings of the Audit Committee: eight in person, five in absentia;
- 16 meetings of the HR and Remuneration Committee: four in person, 12 in absentia.

Table 25. Participation of the Supervisory Board members in meetings in 2024⁶⁵

No.	Name	Participation in corporate events in 2024		
		total	incl.: in person/through a video conf.	in absentia
Members of the Supervisory Board who left the board on 20 May 2024				
1.	Full name	8	0	8
2.	Full name	10	0	10
3.	Full name	10	0	10
Members of the Supervisory Board who were elected to the Board on 20 May 2024				
1.	Full name	14	1	13
2.	Full name	15	1	14
3.	Full name	15	1	14
Members of the Supervisory Board who were on the Board throughout 2024				
1.	Full name	25	1	24
2.	Full name	25	1	24
3.	Full name	25	1	24
4.	Full name	25	1	24
5.	Full name	24	1	23
6.	Full name	25	1	24
7.	Full name	25	1	24
8.	Full name	25	1	24
9.	Full name	24	1	23
10.	Full name	25	1	24
11.	Full name	24	1	23
12.	Full name	24	1	23

In 2024, the Supervisory Board considered 113 issues in the following areas:

Table 26. Areas of the Supervisory Board activities in 2024

Topic area	Number of issues considered in the topic area
Consideration of reports	23
HR and remuneration	9
Corporate governance	42
Approval of/amendments to internal documents	15
Transactions	11
Strategy and priority lines of business	4
Company's participation in other entities	5
Control, risks	4
Total	113

The full list of the Supervisory Board meetings, considered issues and made decisions is given in Appendix 13.

⁶⁵ The Company has no minimum requirements for attendance at meetings of the Supervisory Board. At the same time, the remuneration of the Supervisory Board members depends on the number of meetings attended by the relevant member of the Supervisory Board. If a member is absent at more than half of the meetings of the Supervisory Board Committees, no additional remuneration for working in the relevant Committee is paid.

6.3.5 Information on the performance by the Supervisory Board of the duties related to its role in the organization of an effective risk management and internal control system

In 2024, the Supervisory Board considered a number of issues related to the organization of the risk management and internal control system.

1. The Company's risk appetite statement approved by the Supervisory Board of the Company on 20 April 2023⁶⁶ was maintained.⁶⁷

To improve the efficiency of the key risk management process, the key drivers playing a critical role in the Company's operations were selected subject to the requirements of COSO ERM 2017 (principle 11 Assess Severity of Risk). Thus, the risk appetite was approved in accordance with the relevant quantitative benchmark, while the risk appetite statement and the events triggering its violation were updated.

2. The Annual Critical Risk Report for 2023 and the Action Plan to Minimize Critical Risks for 2024 were approved.⁶⁸

The Annual Critical Risk Report contained the following Information:

- Report on the main projects of the Risk Management Department in 2023;
- Updated list of critical risks including their current assessment as at 31 December 2023;
- Critical Risk Map as at 31 December 2023;
- Report on the implementation of the Action Plan to Minimize Critical Risks in 2023;
- Critical risk minimization plan for 2024.

3. Reports on the results of an independent assessment of the reliability and efficiency of the risk management and internal control system and corporate governance practices of PJSC ALROSA for 2023 were approved.⁶⁹

Based on the results of the reliability and efficiency assessment, the level of integration of the risk management and internal control system into the Company's business was recognized as sufficient in view of the level of maturity of the Company's management system and the components of this system. Key areas for development were included in approved Plans to Improve the Risk Management and Internal Control System.⁷⁰

6.3.6 Report of the Supervisory Board on the results of the Company's development in priority areas

To ensure long-term growth and create shareholder value, the Supervisory Board is guided by the following priority areas of the Company's activities when making decisions:

- focusing on the rough diamond business;
- replacing declining mineral resources to ensure long-term growth;
- fostering consumer demand for ALROSA Group's natural rough and polished diamonds by developing new sales channels and markets;
- raising operational excellence by continuously improving production processes and implementing new technologies;
- ensuring sustainable development through compliance with high standards of the industrial and environmental safety culture and high social responsibility in all regions of operations;
- achieving additional synergies from participation in projects related to exploration and mining for metals, solid minerals and carbon raw materials.

The focus of the Supervisory Board in 2024 continued to be on responsible business conduct, including ensuring sustainable development, compliance with high standards of industrial and environmental safety culture and ensuring that the Company operates in the interests of its shareholders.

The Supervisory Board's efforts in this area included the approval the Sustainability Report of ALROSA Group for 2023, the Environmental and Climate Strategies of ALROSA Group to 2035, and the Sustainability Programme for 2025–2029.

⁶⁶ Minutes No. 01/376-PR-NS dated 21 April 2023.

⁶⁷ Minutes No. 01/401-PR-NS dated 10 April 2024.

⁶⁸ Minutes No. 01/401-PR-NS dated 10 April 2024.

⁶⁹ Minutes No. 01/401-PR-NS dated 10 April 2024.

⁷⁰ Minutes No. 01/409-PR-NS dated 8 July 2024.

To maintain the Company's strategic priorities, it is necessary to increase the level of its digital maturity. Understanding the importance of business transformation using modern technologies, the Supervisory Board approved the updated Digital Transformation Strategy on 29 March 2024. This strategy is aimed at introducing modern technologies both to improve the efficiency of the production process and to promptly make data-driven management decisions.

Special emphasis was placed on the management of the Group's structure. It was decided to terminate participation in a number of companies, including due to the actual impossibility of further operations due to the Company's inclusion in sanctions lists.

In June 2024, the Supervisory Board determined the Company's position concerning the Group's involvement in the project to develop the Degdekan gold field. The implementation of the project will become an important driver of sustainable social and economic development of the Magadan Region and enhanced quality of life of people living in this region of the Russian Federation.

On 20 June 2024, the Supervisory Board approved strategic documents for 2024–2028: Strategy, Long-Term Development Program and Long-Term Investment Program of ALROSA Group.

On 23 December 2024, the Supervisory Board of PJSC ALROSA approved the draft Development Strategy of ALROSA Group for 2025–2029 that will help ensure the Group's stable financial performance, promote economic growth in the regions of its operations and sustainable development of the Group. ALROSA Group's Development Strategy is a new document for the Company designed to replace its previously approved Strategy, Long-Term Development Program and Long-Term Investment Program.

The Company's Consolidated Budget for 2025 was approved by the Supervisory Board on 23 December 2024.⁷¹ The draft Consolidated Budget was initially approved by the Strategy and Sustainability Committee.

To reduce the impact of external negative phenomena, ALROSA will continue its systematic efforts in 2025 to implement diamond mining and gold mining development initiatives, ensure an increase in diamond and noble metal reserves, improve technologies, transform and enhance the operational efficiency of production, develop generic marketing programs and the ALROSA Diamond Exclusive program, implement IT projects (including the creation of a cyber resilience platform), and switch to Russian information systems.

In 2024, the Supervisory Board considered and approved the following top-priority documents:

- Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA;⁷²
- Regulation on Charity, Other Gratuitous Transactions, and Sponsorship of PJSC ALROSA;⁷³
- Program to Divest Non-Core Assets of PJSC ALROSA;⁷⁴
- Regulation on the Quality Management System of PJSC ALROSA;⁷⁵
- Regulation on the Development (Update) and Implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA;⁷⁶
- Regulation on Procurement of ALROSA Group;⁷⁷
- Regulation on the Development, Approval and Revision (Update) of ALROSA Group's Development Strategy;⁷⁸
- Regulation on the System of Key Performance Indicators of PJSC ALROSA;⁷⁹
- Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA;⁸⁰
- Regulation on the Financial Policy of PJSC ALROSA;⁸¹

⁷¹ Minutes No. 01/420-PR-NS dated 23 December 2024.

⁷² Minutes No. 01/401-PR-NS dated 10 April 2024, No. 01/419-PR-NS dated 23 December 2024.

⁷³ Minutes No. 01/405-PR-NS dated 16 May 2024.

⁷⁴ Minutes No. 01/405-PR-NS dated 16 May 2024, No. 01/419-PR-NS dated 23 December 2024.

⁷⁵ Minutes No. 01/415-PR-NS dated 17 October 2024.

⁷⁶ Minutes No. 01/415-PR-NS dated 17 October 2024.

⁷⁷ Minutes No. 01/417-PR-NS dated 15 November 2024.

⁷⁸ Minutes No. 01/419-PR-NS dated 23 December 2024.

⁷⁹ Minutes No. 01/419-PR-NS dated 23 December 2024.

⁸⁰ Minutes No. 01/419-PR-NS dated 23 December 2024.

⁸¹ Minutes No. 01/420-PR-NS dated 24 December 2024.

6.3.7 Key results of the Supervisory Board's performance assessment

Assessment of the corporate governance system – National Rating of Corporate Governance (NRCG)

To determine PJSC ALROSA's corporate governance rating on the scale of the National Rating of Corporate Governance (NRCG), the Russian Institute of Directors has been performing an annual analysis of the Company's corporate governance practices since 2015. The analysis covers four main components to identify both positive aspects and growth points:

- shareholder rights,
- performance of management and control bodies,
- information disclosure,
- ESG and sustainable development.

On 30 August 2024, the Russian Institute of Directors, based on its monitoring of the Company's corporate governance over the previous year, kept the NRCG rating of PJSC ALROSA at 8+ "Leading Corporate Governance Practices", according to the methodology of the National Rating of Corporate Governance (NRCG). NRCG 8+ means that PJSC ALROSA follows a substantial portion of the recommendations of the Russian Corporate Governance Code and sustainability standards. Stakeholder risks related to the quality of corporate governance and sustainability management are insignificant.

Experts noted the following positive changes in the Company's corporate governance practices in the reporting period:

- Materials for general meetings of shareholders were again disclosed on the Company's website.
- The Company resumed the practice of dividend payments for the year.
- The Company resumed the practice of disclosing information on the share capital structure.
- The disclosed consolidated financial statements for the year ended 31 December 2023 and the independent auditor's report were published.
- The disclosed annual financial statements and the Auditor's Report for 2023 were published.

As for other positive aspects in the corporate governance practices of PJSC ALROSA, these include the following:

- The Company has a positive dividend history.⁸²
- IFRS and RAS financial statements are audited by a generally recognized audit firm selected on a competitive basis.
- The Company has a comprehensive mechanism for resolving conflicts of interest between the Supervisory Board members and executive bodies.
- The authority of the Supervisory Board to approve material transactions was expanded.
- The liability of the members of the Supervisory Board and Executive Committee of PJSC ALROSA is insured.
- The Company has developed and uses a regulatory and methodological framework for risk management.
- The Internal Audit Department of PJSC ALROSA is functionally accountable to the Supervisory Board.
- The Company has a well-developed Corporate Secretary function.
- The Supervisory Board of PJSC ALROSA has approved the ALROSA Group Sustainability Programme; the Strategy and Sustainability Committee is functioning at the Company.
- The Company's management KPIs include ALROSA Group's sustainability indicators.
- PJSC ALROSA is actively implementing corporate social projects for its employees and people living in the Company's regions of presence, as well as charity and sponsorship projects.
- PJSC ALROSA's operations are certified for compliance with ISO 9001 and ISO 14001:2004.
- The Company publishes an annual sustainability report that complies with the international non-financial reporting standards of the Global Reporting Initiative (GRI)⁸³ and undergoes an independent assurance.

⁸² Dividends for 2022 were not declared, but interim dividends for 6M 2023 were declared. Dividends for 2023 were declared and paid. In addition, at its meeting on 26 August 2024, the Supervisory Board recommended that the General Meeting of Shareholders pay interim dividends based on the Company's performance for H1 2024.

⁸³ <https://www.globalreporting.org/>

The constraining factors that require further improvement by the Company include:

- Most of the Supervisory Board meetings are held through absentee voting. At the same time, meetings of the Supervisory Board's Strategy and Sustainability Committee comprising 14 out of 15 members of the Supervisory Board are held mainly in person.
- The report on the self-assessment of the performance of the Supervisory Board and its Committees for 2023 was considered by absentee voting of the Company's Supervisory Board.

Results of the external assessment of the performance of the Supervisory Board and its Committees

In order to maintain shareholder confidence and investor interest in the Company, the Supervisory Board is creating a transparent system for assessing its operations in accordance with corporate governance principles and best practices of corporate governance. The performance of the Supervisory Board, its Committees and members is assessed on a regular basis at least once a year, and at least once every three years the Company engages an external organization (advisor) to conduct an independent assessment of the Supervisory Board's performance.

In accordance with the Company's Code of Corporate Governance and the recommendations of the Bank of Russia,⁸⁴ based on the Regulations on Assessment of Performance of the Supervisory Board of PJSC ALROSA⁸⁵ and the decision of the Supervisory Board dated 19 August 2024,⁸⁶ an external assessment of the performance of the Supervisory Board of PJSC ALROSA and its Committees (hereinafter the "assessment") was carried out by an independent organization (advisor), JSC VTB Registrar, in December 2024. The assessment is performed annually, including through an external assessment.

The purposes of the performance assessment are as follows:

- to determine the effectiveness of the Supervisory Board as a whole and its individual members;
- to assess compliance with the best corporate governance practices;
- to identify areas for improvement;
- to prepare recommendations on improving the structure, processes and performance results of the Supervisory Board.

The assessment was performed by the external advisor based on a written survey of the Supervisory Board members. Fifteen out of the fifteen elected members of the Supervisory Board took part in the assessment.

According to the results of the external assessment, the Supervisory Board's performance is highly efficient, and the Supervisory Board members have a high level of professionalism and competence. The Committees have been formed efficiently, the Committees' recommendations are of high quality, the composition of the Committees is optimal and meets the Company's needs. The Chairman of the Supervisory Board makes a significant contribution to the Supervisory Board's performance, performs his functions with due diligence and in full. The Corporate Secretary performs his functions efficiently and diligently, ensuring effective support for the Supervisory Board members, an adequate information exchange between the Supervisory Board members, management and other participants in corporate relations, compliance with the procedures and regulations of the Supervisory Board and its Committees.

Recommendations on how to further improve the Supervisory Board's performance were considered by the HR and Remuneration Committee and the Supervisory Board.

6.3.8 Remuneration of the Supervisory Board members

Regulations on remuneration to the members of the Supervisory Board of the Company

In accordance with the [Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA](#),⁸⁷ remuneration may be paid for participating in the work of the Supervisory Board (base remuneration) and for performing the functions of the Chairman of the Supervisory Board (50% of the base remuneration amount), senior independent director (30% of the base remuneration amount), and

⁸⁴ Information Letter No. IN-06-28/41 dated 26 April 2019.

⁸⁵ Approved on 14 December 2018 (Minutes No. A01/285-PR-NS).

⁸⁶ Minutes No. 01/412-PR-NS dated 19 August 2024.

⁸⁷ Approved by the annual General Meeting of Shareholders of the Company (Minutes No. 40 dated 26 June 2019) as subsequently amended by the resolution of the annual General Meeting of Shareholders (Minutes No. 43 dated 17 June 2021).

also for chairmanship (30% of the base remuneration amount) and/or membership (20% of the base remuneration amount) of the Committees of the Supervisory Board (additional remuneration). There are no other forms of remuneration. The amount of the base remuneration is set at six million rubles. The members of the Supervisory Board may also be compensated for expenses related to the performance of their functions.

No remuneration is paid to the members of the Supervisory Board who have the status of a public official in accordance with the current legislation of the Russian Federation or who are members of the Executive Committee of the Company.

Remuneration to the members of the Supervisory Board is paid on the basis of their performance for the period from the date of election to the Supervisory Board to the moment of election of new members to the Supervisory Board. In the event of an early election of new members to the Supervisory Board at an extraordinary General Meeting of Shareholders, the amount of remuneration of the newly elected (departing) members of the Supervisory Board is determined in proportion to the time worked during a corporate year.

Report on the practical implementation of the remuneration policy for the members of the Supervisory Board

The annual General Meeting of Shareholders of PJSC ALROSA held on 20 May 2024⁸⁸ decided to pay remuneration to non-public officials for their work as members of the Supervisory Board of PJSC ALROSA during the 2023–2024 corporate period (year) in the amount and according to the procedure established by the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA.

Table 27. Remuneration paid to the Supervisory Board members, RUB thousand

	2022	2023	2024
Total amount of remuneration paid to the Supervisory Board members	69,919	59,525	58,816

The total amount of remuneration payments to the members of the Supervisory Board for the 2023–2024 corporate year equaled RUB 58,816,000 (Fifty-eight million eight hundred sixteen thousand).

Table 28. Amount of remuneration paid to the Supervisory Board members in 2024

Full name	Amount of remuneration for participation in the work of the Supervisory Board, RUB	Additional remuneration for performance of additional duties (chairing the Committees or chairing the Supervisory Board), RUB	Total amount of remuneration, RUB
<i>Full name</i>	6,000,000	1,200,000	7,200,000.00
<i>Full name</i>	6,000,000	4,200,000	10,200,000.00
<i>Full name</i>	5,812,500	653,906	6,466,406.00
<i>Full name</i>	6,000,000	3,600,000	9,600,000.00
<i>Full name</i>	6,000,000	6,000,000	12,000,000.00
<i>Full name</i>	5,625,000	1,050,000	6,675,000.00
<i>Full name</i>	6,000,000	675,000	6,675,000.00

This remuneration was paid to the members of the Company's Supervisory Board in full by the established due date.

In 2024, the Company or the legal entities of ALROSA Group did not provide any loans to the members of the Supervisory Board.

⁸⁸ Minutes No. 48 dated 21 May 2024.

6.3.9 Committees of the Supervisory Board and their composition

Audit Committee

The Regulation on the Audit Committee of the Supervisory Board of PJSC ALROSA was approved by the Supervisory Board on 22 June 2018⁸⁹ and later amended by the decisions of the Supervisory Board dated 10 July 2018⁹⁰ and 24 June 2021.⁹¹

The Audit Committee was established on 20 April 2010 to improve the effectiveness and quality of the Supervisory Board's performance in terms of control over the financial and business activity of the Company, to ensure open communication with the Company's auditors, Revision Commission, branches, representative offices and services. The Committee considers and develops recommendations for the Supervisory Board within its competence in the following areas:

- financial statements;
- risk management and internal control procedures;
- external independent audit, internal audit;
- prevention of bad faith actions by the Company's employees and third parties;
- risks associated with the completeness of information disclosure.

The Audit Committee plays a key role in ensuring the effective functioning of the Internal Audit Department, the Risk Management Department, the Internal Control and Compliance Department, the Revision Commission, and the external auditors, exercising control over their independence and objectivity, and monitoring their performance.

In accordance with the Regulation, the Committee consists of three members, all of whom are independent members of the Supervisory Board. If, for objective reasons, it is not possible to form the Committee from only independent members of the Supervisory Board, the majority of the Committee members must be independent members of the Supervisory Board, while the remaining members may be non-executive members of the Supervisory Board.

In 2024, the Audit Committee of the Supervisory Board of PJSC ALROSA included the following members:

1 January 2024 – 30 December 2024

Sergey Dyachenko (senior independent director) – Chairman

Evgenia Grigorieva (independent director)

Andrey Donets (independent director)

In the reporting period, 13 events were held, five of which involved absentee voting and eight were meetings held as a video conference. In 2024, the Committee considered 63 issues.

The list of the meetings and considered issues is given in Appendix 13.

Table 29. Participation of the Audit Committee members in the Committee meetings in 2024

Name	Audit Committee meetings attended in 2024		
	total	incl.:	
		in person/through a video conf.	in absentia
Members of the Supervisory Board who were on the Committee throughout 2024			
Evgenia Grigorieva	13	8	5
Sergey Dyachenko	13	8	5
Andrey Donets	13	8	5

Report on the performance of the Audit Committee in 2024

In the reporting year, the Audit Committee continued to focus on the efficiency and improvement of the risk management and internal control system, analysis of procurement activities, control over the completeness and accuracy of the financial statements of ALROSA Group.

The Committee paid attention to the implementation of digital transformation strategies, development of information technologies and information security, occupational health and safety improvements,

⁸⁹ Minutes No. A01/273-PR-NS dated 22 June 2018.

⁹⁰ Minutes No. A01/275-PR-NS dated 10 July 2018.

⁹¹ Minutes No. 01/336-PR-NS dated 24 June 2021.

implementation of the Information Policy, and prepared recommendations for the Supervisory Board regarding the approval of transactions, internal documents and reports.

The Audit Committee continued to ensure the effective functioning of the internal audit division and the external auditors, to monitor their independence and objectivity, and to oversee the quality of their activity.

During the reporting period, the Committee members also held working meetings with PJSC ALROSA's auditors, Internal Audit Department and members of the Company's Revision Commission.

Strategy and Sustainability Committee

[The Regulation on the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA](#) was approved by the Supervisory Board on 15 February 2021⁹² and later amended by the decision of the Supervisory Board dated 24 June 2021.⁹³

The Strategy and Sustainability Committee (previously the Strategic Planning Committee) was created on 20 April 2010 with the aim of improving the efficiency and quality of work of the Supervisory Board through preliminary consideration and preparation of recommendations to the Supervisory Board on issues related to priority areas of the Company's activity, the most important of which are:

- identification of the strategic goals and strategic risks of the Company's activity, including in the area of sustainability; assessment of the Company's financial and non-financial risks, approval of the Group's development strategy, attraction of long-term investments;
- consideration of issues related to defining and achieving the Company's strategic goals in the area of sustainability, including issues of occupational health and safety, environmental protection, the development of human capital and regions of presence, and responsible business practices;
- approval of long-term, medium-term, and short-term financial and business plans (investment, credit, integration and dividend policy), as well as the Company's strategic documents on sustainable development, including the Sustainability Programme;
- improvement of corporate relations, including proposals aimed at improving corporate governance practices, introduction of the relevant amendments to the Articles of Association and internal documents of the Company, and proposals on the relevant HR decisions for the Company's executive bodies;
- approval of the Company's internal documents related to the Committee's functions, including the Regulation on Procurement;
- analysis and forecasting of scientific and technical development and the assessment of the level of modernization and optimization of the technologies in use at the Company;
- the Company's participation in international initiatives, organizations, and associations on issues of sustainability and responsible business practices;
- preliminary consideration and approval of periodic reporting on the achievement of the strategic sustainable development goals set out in the ALROSA Group Sustainability Programme;
- approval and revision of criteria for monitoring the effectiveness of strategic goals set under the ALROSA Group Sustainability Programme, assessment of the achievement of these performance indicators, and interaction with the HR and Remuneration Committee on these issues (if necessary);
- considering management's reports on material sustainability issues, including reports on all fatalities and serious accidents in the Group and the actions taken by management as a result of such accidents;
- regular visits to the Group's production sites in order to gain a deeper understanding of the production process and meet local employees;
- consideration and approval of ALROSA Group's sustainability reporting;
- creation and periodic review of the Company's system of internal documents, approval of new and assessment of the effectiveness of existing documents in achieving strategic goals in the area of sustainable development.

The number of members of the Strategy and Sustainability Committee is determined by the Supervisory Board and may not be less than three members of the Supervisory Board.

⁹² Minutes No. 01/327-PR-NS dated 15 February 2021.

⁹³ Minutes No. 01/336-PR-NS dated 24 June 2021.

of natural rough and polished diamonds, implementation of the Health and Safety Strategy for 2021–2025. A number of recommendations were given to the Company's Supervisory Board based on the results of the consideration of the issues.

HR and Remuneration Committee

The Regulation on the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA

was approved by the Supervisory Board⁹⁵ and later amended by the decisions of the Supervisory Board⁹⁶ dated 9 November 2018,⁹⁷ 9 July 2019,⁹⁸ 10 July 2020,⁹⁹ 24 June 2021.¹⁰⁰

The HR and Remuneration Committee was established on 20 April 2010 to improve the effectiveness and quality of the Supervisory Board's performance and the decisions taken by the Supervisory Board through preliminary consideration and development of recommendations for the Supervisory Board on issues related to development of effective and transparent remuneration practices and determination of the main areas of the Company's human resources policy in order to strengthen the professional composition and improve the efficiency of the Supervisory Board. The Committee also considers issues of paying remuneration to the members of the Supervisory Board, Revision Commission and Executive Committee, CEO – Chairman of the Executive Committee, and to other officials of the Company determined by the Supervisory Board.

In accordance with the Regulation on the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA, the Committee consists of four members, all of whom are independent directors. If, for objective reasons, it is not possible to form the Committee from only independent directors, the majority of the Committee members must be independent directors, while the remaining members may be other members of the Supervisory Board who are not the CEO – Chairman of the Executive Committee and/or members of the Executive Committee.

During the reporting period, there were the following changes in the composition of the HR and Remuneration Committee:

1 January 2024 – 20 May 2024	13 June 2024 – 31 December 2024
Evgenia Grigorieva (independent director) Chairman	Evgenia Grigorieva (independent director) Chairman
Andrey Donets (independent director)	Andrey Donets (independent director)
Sergey Dyachenko (senior independent director) <i>Full name</i>	Sergey Dyachenko (senior independent director) Igor Nikolayev

In 2024, the HR and Remuneration Committee held 16 events, four of which were held as video conferences and 12 involved absentee voting. The HR and Remuneration Committee of the Supervisory Board considered 34 issues in the reporting period.

The list of the meetings and considered issues is given in Appendix 13.

Table 31. Participation of the HR and Remuneration Committee members in the Committee meetings in 2024

Name	HR and Remuneration Committee meetings attended in 2024		
	total	incl.:	
		in person/through a video conf.	in absentia
Members of the Supervisory Board who were on the Committee throughout 2024			
Evgenia Grigorieva	16	4	12
Sergey Dyachenko	16	4	12
Andrey Donets	16	4	12
Members of the Supervisory Board who left the Supervisory Board in 2024			
<i>Full name</i>	7	2	5
Members of the Supervisory Board who were elected to the Committee on 13 June 2024			
Igor Nikolayev	9	2	7

⁹⁵ Minutes No. A01/273-PR-NS dated 22 June 2018.

⁹⁶ Minutes No. A01/275-PR-NS dated 10 July 2018.

⁹⁷ Minutes No. A01/282-PR-NS dated 9 November 2018.

⁹⁸ Minutes No. 01/297-PR-NS dated 9 July 2019.

⁹⁹ Minutes No. 01/317-PR-NS dated 10 July 2020.

¹⁰⁰ Minutes No. 01/336-PR-NS dated 24 June 2021.

Report on the performance of the HR and Remuneration Committee in 2024

During the reporting year, the HR and Remuneration Committee, guided by global best practices and trends, continued to work on key aspects of HR management, as well as on the assessment and improvement of the performance of the Company's Supervisory Board and management.

For example, in accordance with the Listing Rules of the Moscow Exchange and the provisions of the Corporate Governance Code recommended by the Bank of Russia, the Committee, together with the Corporate Secretary of the Company, continued to work on the annual performance assessment of the Supervisory Board of PJSC ALROSA and its members, and recommended that the Supervisory Board decide on conducting an external assessment of the performance of the Supervisory Board and its Committees. In addition, the Committee assessed the composition of the Supervisory Board in terms of professional specialization, experience, independence and involvement in the work of the Supervisory Board.

In the reporting year, the Committee considered issues related to personnel recruitment, appointment and relocation, the status of computerization and automation of HR management activities, discussed the Company's succession system and focused on managing the risk of a shortage of key managers and specialists at PJSC ALROSA.

The Committee conducts regular quarterly assessments of the achievement of key performance indicators of ALROSA Group, prepares proposals to the Chairman of the Supervisory Board and the Supervisory Board for performance assessment of the Company's management. At the same time, the Committee monitors, records and evaluates the implementation of key initiatives to improve the performance of the Company's management.

6.4 Executive management bodies

The Chief Executive Officer – Chairman of the Executive Committee (single-person executive body) and the Executive Committee (collegial executive body) are responsible for the day-to-day management of the Company's operations. The competence of the Company's executive bodies includes all issues related to the management of operations, except for those issues that have been assigned to the General Meeting of Shareholders and the Supervisory Board. The Chief Executive Officer – Chairman of the Executive Committee and the Executive Committee implement decisions of the General Meeting of Shareholders and the Supervisory Board and are accountable to them.

The Regulations on the Executive Committee of PJSC ALROSA was approved by the annual General Meeting of Shareholders of the Company on 26 June 2019¹⁰¹ and later amended by the annual General Meeting of Shareholders on 16 June 2021.¹⁰²

In 2024, the Executive Committee considered 99 issues.

Table 32. Issues considered by the Executive Committee in 2024

Topic area	Number of issues considered in the topic area
Consideration of transactions to procure goods, work and services	15
Human resources and social issues	44
Issues requiring preliminary consideration before being referred to the Supervisory Board, except for transactions	15
Determination of the areas of implementation of the Company's goals, strategy, policies and programs	8
Risk management	6
Preliminary consideration of transactions (including charity and sponsorship transactions)	7
Consideration of the Company's internal documents	4
Total	99

The Executive Committee deals with day-to-day issues aimed at ensuring reliability and efficiency of production, development of key lines of business and long-term improvement objectives.

In the reporting year, the Executive Committee approved and recommended that the Supervisory Board approve:

- the consolidated budget of PJSC ALROSA and the target KPIs of ALROSA Group for 2025;

¹⁰¹ Minutes No. 40 dated 26 June 2019.

¹⁰² Minutes No. 43 dated 17 June 2021.

- the report on implementation in 2023 of the Long-Term Development Program of ALROSA Group for 2023–2027 and achievement of key performance indicators;
- the report on implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA for 2023;
- the report on implementation of the Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2023 and the updated Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 with forecast values for the period up to 2028;
- the critical risk minimization plan for 2024;
- the new version of the Regulation on Procurement of ALROSA Group.

The Executive Committee recommended that the Supervisory Board approve the draft Development Strategy of ALROSA Group for 2025–2029, the Annual Report of PJSC ALROSA for 2023, and the Annual Critical Risk Report for 2023. The Executive Committee carries out a preliminary review of the annual financial statements of PJSC ALROSA and its quarterly and annual reports on the results of procurement activities.

The Executive Committee's focus areas during the year included:

- approval of the Information Technology Development Strategy of PJSC ALROSA for 2024–2026 and the Information Security Development Strategy of PJSC ALROSA for 2024–2026,
- consideration of reports: on critical risk management at PJSC ALROSA for 6M 2024, on the functioning of the energy management system of PJSC ALROSA in 2023, on implementation in 2023 of the updated Strategy for Corporate Healthcare Development in the Republic of Sakha (Yakutia), the region of ALROSA's operations, for 2023–2026, on the performance of ALROSA Group's geological exploration unit for 2023, on the results of the Compliance Hotline for 6M 2024,
- approval of nominees for ALROSA Group's corporate awards based on the 2023 results.

In 2024, the Executive Committee also discussed other issues assigned by the Articles of Association to the competence of the Executive Committee: review of internal regulations, provision of financial and sponsorship assistance, performance and recommendations for performance of gratuitous transactions, approval of contracts/additional agreements to purchase goods, work and services.

Members of the Executive Committee

The number of members of the Executive Committee of PJSC ALROSA is determined by the Supervisory Board of PJSC ALROSA.

On 26 August 2019, the Supervisory Board decided¹⁰³ that the number of members of the Executive Committee should be six. As at 31 December 2024, the Executive Committee of PJSC ALROSA consisted of six members.

Chief Executive Officer – Chairman of the Executive Committee is Pavel Marinychev.

6.4.1 Key results of the performance assessment of the Company's executive body

In 9 April 2025,¹⁰⁴ the Supervisory Board of PJSC ALROSA established that the overall performance assessment score for the collegial executive body – the Executive Committee of PJSC ALROSA – for 2024 is 5 out of 6 points.

6.4.2 Remuneration of members of the executive body

Regulations on remuneration of the Company's executive bodies

The remuneration to the Chief Executive Officer – Chairman of the Executive Committee for 2024 is paid in accordance with the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee approved by the Supervisory Board of PJSC ALROSA (hereinafter the

¹⁰⁴ Minutes No. 01/428-PR-NS dated 9 April 2025.

“Supervisory Board”) on 8 June 2022¹⁰⁵ and amended by the Supervisory Board on 29 June 2023,¹⁰⁶ 9 April 2024¹⁰⁷ and 20 December 2024.¹⁰⁸

The remuneration to the members of the Executive Committee for 2024 is paid in accordance with the Regulation on Remuneration of the Members of the Executive Committee approved by the Supervisory Board on 28 June 2022¹⁰⁹ and amended by the Supervisory Board on 20 December 2024.¹¹⁰

The Regulations contain the procedure for calculating annual and quarterly remuneration for the actual short-term and operating KPIs achieved during the year and ensure a direct link between the achievement of target KPIs and the level of remuneration.

The KPIs for the Chief Executive Officer – Chairman of the Executive Committee and the members of the Executive Committee established in the Regulation on the System of Key Performance Indicators of PJSC ALROSA (approved by the Supervisory Board on 8 June 2022¹¹¹ and amended by the Supervisory Board on 12 December 2023¹¹² and 20 December 2024¹¹³) are as follows:

- quarterly KPIs: revenue from the sale of core products, production of rough diamonds, earnings before deductions;
- annual KPIs: dividend flow, return on equity, return on sales based on earnings before deductions, labor productivity, implementation of the Sustainability Programme, the volume of run-of-mine ore, integrated KPI of innovations.

In addition to annual KPIs, bonus reduction indicators are also established: net debt/earnings before deductions, payroll arrears to employees, occupational injuries rate, failure to prepare and implement an import substitution plan (set for the Chief Executive Officer – Chairman of the Executive Committee).

Report on the practical implementation of the principles of the policy on remuneration of the Company's executive body

The total remuneration paid to the members of the executive body in 2024 was RUB 475,445,000. In 2024, the Company and other legal entities of ALROSA Group did not provide any loans to the Chief Executive Officer – Chairman of the Executive Committee or the members of the Executive Committee.

Table 33. Remuneration paid to the members of the Executive Committee, RUB thousand

Indicators	2022	2023	2024
Current remuneration payable during the reporting period and within 12 months of the reporting date, including:	888,151	484,850	475,445
wages for the reporting period, annual paid vacation for work in the reporting period, payments for medical treatment, healthcare services, utilities, and other payments to key management personnel	765,671	415,746	406,352
accrued taxes and other mandatory payments to the corresponding budgets and extrabudgetary funds	122,480	69,104	69,093

6.5 Corporate Secretary

The Corporate Secretary is an official at PJSC ALROSA who heads the Corporate Governance Department and is one of the persons holding management positions at the Company.

¹⁰⁵ Minutes No. 01/361-PR-NS dated 9 June 2022.

¹⁰⁶ Minutes No. 01/384-PR-NS dated 29 June 2023.

¹⁰⁷ Minutes No. 01/401-PR-NS dated 10 April 2024.

¹⁰⁸ Minutes No. 01/419-PR-NS dated 23 December 2024.

¹⁰⁹ Minutes No. 01/362-PR-NS dated 29 June 2022.

¹¹⁰ Minutes No. 01/419-PR-NS dated 23 December 2024.

¹¹¹ Minutes No. 01/361-PR-NS dated 9 June 2022.

¹¹² Minutes No. 01/394-PR-NS dated 13 December 2023.

¹¹³ Minutes No. 01/419-PR-NS dated 23 December 2024.

As decided by the Supervisory Board, Maxim Razdolkin has been the Company's Corporate Secretary since 28 September 2018.

The Corporate Secretary works in close cooperation with all the Company's divisions and services and is governed by the legislation of the Russian Federation and the internal regulatory documents of PJSC ALROSA.

The functions, rights and obligations of the Corporate Secretary are established by the [Regulation on the Corporate Secretary of PJSC ALROSA](#) approved by the Supervisory Board on 5 March 2022.¹¹⁴

The Corporate Secretary's primary tasks are:

- to ensure the observance of the rights and property interests of shareholders, assist shareholders in exercising their rights, and maintain a balance of interests between participants in corporate legal relations;
- to ensure compliance by the Company's executive bodies and employees with legislative requirements, the Company's Articles of Association and other internal documents of the Company guaranteeing the rights and lawful interests of shareholders;
- to support the activities of the General Meeting of Shareholders, the Supervisory Board, the Committees of the Supervisory Board, the Executive Committee and the Revision Commission;
- to assist the members of the Supervisory Board in their performance of functions, including the induction of newly elected members of the Supervisory Board;
- to develop the Company's corporate governance system in line with the interests of all shareholders and the Company;
- to increase the Company's investment appeal and assist in its sustainable development.

The Head of the Corporate Governance Department – Corporate Secretary Maxim Razdolkin – is functionally subordinate and accountable to the Company's Supervisory Board, and administratively – to the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA.

Maxim RAZDOLKIN

Born on 19 May 1976.

Graduated from RUDN University in 1998.

PhD in Law (2003, RUDN University).

Has extensive experience in corporate governance, management work, and experience as a member of the boards of directors of several joint stock companies.

Elected to the Share Issuers Committee of PJSC Moscow Exchange on 13 February 2023.¹¹⁵

Recent work experience

Period	Position
2018 to present	Head of the Corporate Governance Department – Corporate Secretary of PJSC ALROSA
2013–2018	Corporate Secretary of X5 Retail Group N.V.
2010–2013	Chief of Staff of the President of OJSC TNK-BP Management

Has no family relations with persons who are members of the management bodies or financial and economic supervisory bodies of PJSC ALROSA.

Holds no shares in PJSC ALROSA.

Remuneration of the Corporate Secretary

In 2024, the Corporate Secretary received remuneration in accordance with the Regulation on the Corporate Secretary and the Company's internal regulatory documents governing the system of wages and material incentives for the Company's employees, including those holding management positions.

¹¹⁴ Minutes No. 01/353-PR-NS.

¹¹⁵ Minutes of the Supervisory Board of PJSC Moscow Exchange No. 11 dated 13 February 2023.

6.6 Risk management system

6.6.1 Risk management approaches

To ensure the Company's sustainable development in an uncertain and constantly changing external environment, ALROSA strives to continuously improve the effectiveness of the risk management system (RMS). Risk management at ALROSA is a continuous and consistent process taking place at all levels of the Company and integrated with key business processes, focused on improving the quality of management decisions. The Company identifies, monitors, analyzes, assesses and responds to risks on an ongoing basis, including through systemic planning of measures to reduce the level of risks and ensure control over their implementation.

Internal regulatory documents have been drafted with due account of the requirements of international risk management guidelines (including COSO ERM and ISO 31000:2018) and the requirements and recommendations of national regulators. The documents determine the structure and procedure for organizing the RMS, in particular the functions and roles of participants in the risk management process, as well as the main stages of this process. The key documents include:

- Risk Management Policy¹¹⁶
- Regulation on Risk Management¹¹⁷
- Informational Regulation on Risk Management with the Risk Classifier¹¹⁸

The key principles in the Company's approach to risk management include:

- Integration of risk management into key business processes
- Consistency and continuity of risk management
- Integrity of the approach to managing individual risks within the overall system
- Economic feasibility in terms of the significance of the risk for the Company and the expected effect of minimization measures
- Responsibility of all structural divisions, executives and employees of the Company

As part of improving the risk management and internal control system (RM&ICS), an external assessment of this system was performed in 2024. Based on the assessment results, the Supervisory Board prepared and approved the Action Plan to Improve the RM&ICS for 2024–2026.

In 2024, the Company implemented a number of measures aimed at improving the RMS, including the update of the Company's risk appetite. In addition, projects were implemented to identify/update the engineering and technical risks of the Group's enterprises, and an action plan to manage sustainability risks (specifying the implementation deadlines and responsible employees) was developed and approved.

¹¹⁶ Minutes No. 01/326-PR-NS dated 29 December 2020.

¹¹⁷ Minutes No. 01/326-PR-NS dated 29 December 2020.

¹¹⁸ Order No. 01/355-P dated 31 December 2020 "On Approving the Informational Regulation on Risk Management."

Participants, duties and areas of responsibility

Figure 17. Organizational structure of the risk management system at ALROSA

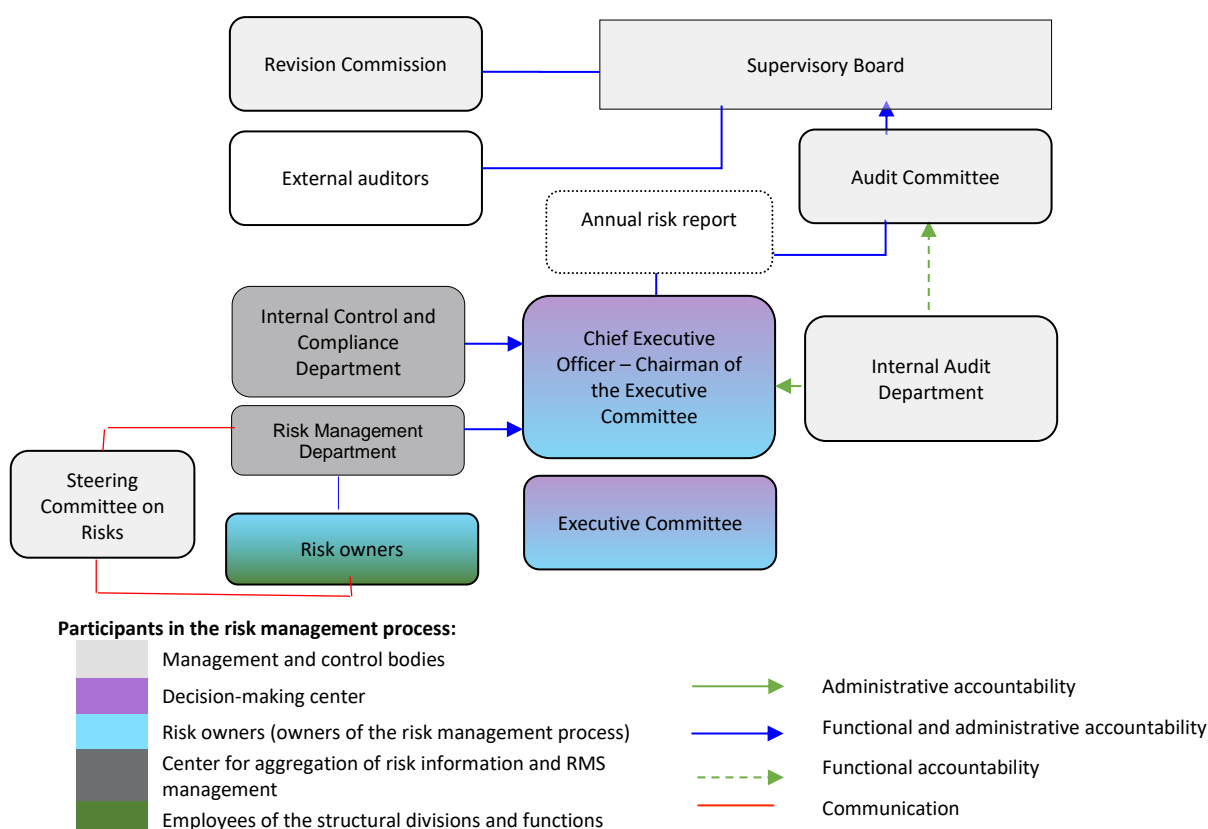


Table 34. Main functions and tasks of specialized bodies within the RMS

RMS participant	Functions
Supervisory Board	<ul style="list-style-type: none"> – approves internal regulatory documents – approves the annual critical risk report and the annual action plan to mitigate critical risks – approves the preferred level of risk (risk appetite) – approves the report on the results of assessment of the reliability and effectiveness of the RMS
Audit Committee	<ul style="list-style-type: none"> – approves the annual critical risk report and the annual action plan to mitigate critical risks – considers the preferred level of risk (risk appetite) – considers the report of the Internal Audit Department on the results of assessment of the reliability and effectiveness of the RMS
Executive bodies (Chief Executive Officer – Chairman of the Executive Committee and members of the Executive Committee)	<ul style="list-style-type: none"> – conduct regular monitoring of the Company's overall risk exposure (overall level of risk), monitoring of critical and emerging risks – make decisions on critical risk management, appoint responsible persons and control the implementation of measures – approve regulatory documents and guidelines on risk assessment and management – develop and consider recommendations of the Audit Committee about the approval of internal regulatory documents on risk management, consider the report on the results of assessment of the reliability and effectiveness of the RMS
Steering Committee for Identification and Assessment of Operational (Production) Risks	<ul style="list-style-type: none"> – approves the results of identification and assessment of operational risks and the approach to managing such risks

	<ul style="list-style-type: none"> – considers the report on the implementation of the action plan to manage operational risks of the Company and its subsidiaries
Risk owners, in particular the CEO – Chairman of the Executive Committee, Deputy CEOs and heads of structural divisions or functions	<ul style="list-style-type: none"> – identify and assess owned risks – prepare, maintain and timely update critical risk passports and provide them to the Risk Management Department – develop and implement risk mitigation measures – participate in the drafting of documents on assessment and management of certain types of risks – provide timely information on significant changes related to critical risks, new and realized risks, or other material aspects related to the management of owned risks
Risk management division – Risk Management Department	<ul style="list-style-type: none"> – organizes the identification and assessment of critical risks, holds discussions with the Company's management – ensures the methodological support for and coordination of risk management activities – collects, aggregates and analyzes the information on risks – prepares and updates the Critical Risk List, the Critical Risk Map, the Risk Register and the Risk Management Action Plan, prepares the annual report – prepares reasoned proposals on the risk appetite level – compiles the consolidated annual Action Plan to mitigate critical risks based on the information received from risk owners – monitors the performance of approved procedures and internal risk management documents – prepares draft risk management documents – provides information on risks to the structural divisions and functions responsible for relations with shareholders, investors and the general public – conducts a self-assessment of the RMS performance – organizes risk management training
Internal Control and Compliance Department	<ul style="list-style-type: none"> – analyzes business processes to identify risks and document the performance of control procedures – discusses the identified risks with the Risk Management Department to assess the identified risks and develop the requirements for the control procedures to be performed – tests the operating efficiency of existing control procedures – prepares proposals to improve the quality of the control environment
Internal Audit Department	<ul style="list-style-type: none"> – assesses the effectiveness of the key elements and components of the RMS – participates in the identification of risks, violations and non-compliance with regulatory documents, analyzes the information on realized risks during audits – assesses the reliability and effectiveness of the RMS at least once a year, prepares a report on the results of the assessment and provides it for consideration of the executive bodies and the Audit Committee. The report is approved by the Supervisory Board

6.6.2 Risk management methods

ALROSA applies certain management methods to each identified risk, taking into account the characteristics and results of the risk assessment, as well as the degree of the risk manageability based

on an expert approach.¹¹⁹ The most expedient risk mitigation measures and control procedures are determined based on the weighted value of the risk assessment (level of risk).

Table 35. Risk management methods

Risk mitigation (lowering the level of risk)	Risk acceptance (risk retention)	Risk transference (reassignment of risk)	Risk rejection
A risk is impacted through preventive measures and measures to minimize the probability of risk realization and/or to minimize damage from a realized risk. Includes mandatory development of risk mitigation measures and introduction of additional control procedures	Includes primarily the monitoring of the risk level	Includes tools such as transferring risk to a third party, risk insurance, etc.	Includes the termination of the activity under which the risk appears
Risk mitigation measures must be developed and additional control procedures introduced, along with a formalized procedure for preparing regular risk reports (with an approved format, content and frequency of submission)	The level of risk and the effectiveness of existing control procedures within the relevant business processes are monitored. These risks are included in summary risk reporting for the purpose of risk monitoring.	Risk exposure is transferred to a third party, for example, to a counterparty. These risks are also included in summary risk reporting	
This method is applicable to risks of any level. It is recommended for risks with medium, high and critical levels of significance	This method is more applicable to risks with a low level of significance	This method is applicable to risks of any level. The choice of this method is driven by the possibility of transferring the performance of a function (business process) to a third-party organization without compromising the effectiveness of the function and the reputation of the Company, or concluding an insurance contract	

6.6.3 Key groups of risk

The Company focuses on the management of critical risks, i.e. risks that could have a significant impact on the achievement of the Company's goals. Management strives to take the most effective and economically feasible preventive measures to reduce the likelihood and possible effect of the realization of risks. The current register of critical risks, the results of their reassessment, and risk management measures are considered by the Executive Committee of the Company.

An Action Plan to reduce the probability and/or level of consequences in the event of the realization of risks was also developed and approved for each critical risk. Risk mitigation plans are approved and their implementation is annually monitored by the Supervisory Board.

The Audit Committee of the Supervisory Board and the Supervisory Board assess the effectiveness of critical risk management measures, consider and approve the Action Plan to manage critical risks. The process of managing the remaining risks does not require the involvement of the Executive Committee and is carried out in the course of day-to-day operations.

Based on the results of 2024 and taking into account the events after the reporting date, the following changes were made to the list of critical risks:

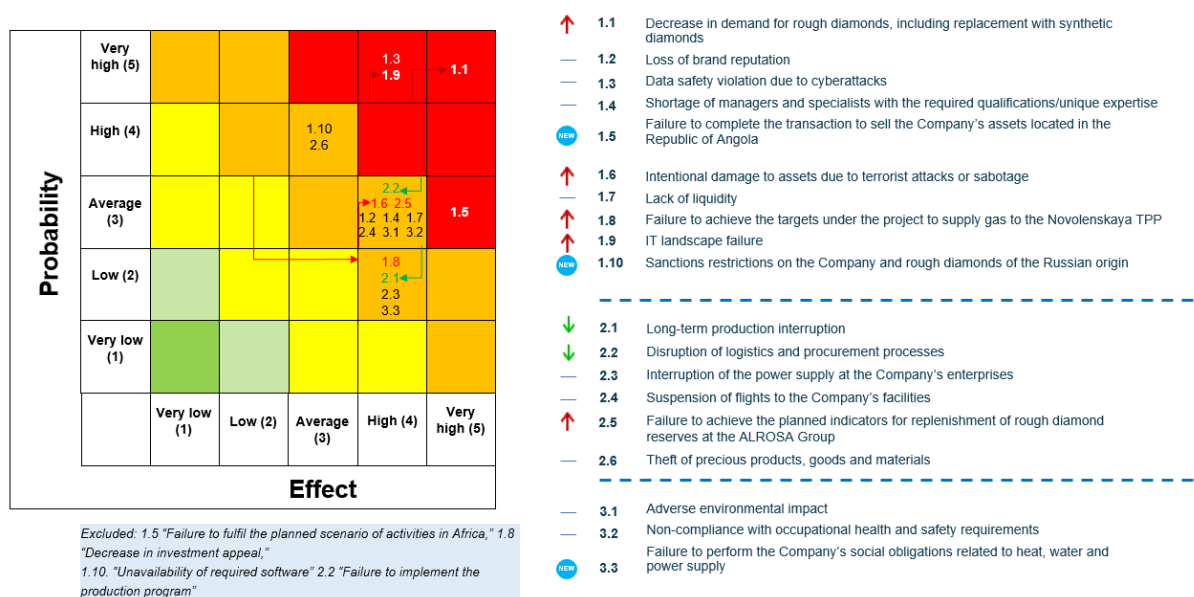
- Critical risk 1.1 "Decrease in demand for rough diamonds of the Russian origin" was renamed "Decrease in demand for rough diamonds, including replacement with synthetic diamonds,"

¹¹⁹ The degree of the risk manageability is a measure of the Company's ability to influence risk factors and consequences. The degree of manageability of individual risks is determined by risk owners together with the specialists of the Financial Control and Risk Management Department using an expert method and/or based on the available statistics and is used to determine the risk management method.

since the previous wording did not take into account the negative impact of the development of the synthetic diamond market. In addition, the level of probability and effect for risk 1.1 was raised to “Very high” due to market conditions and lower customer demand.

- Risk “Failure to fulfill the planned scenario of activities in Africa” was excluded from the critical risk map.
- Risk 1.5 “Failure to complete the transaction to sell the Company’s assets” was added due to the significant impact of this risk on the Company’s budget in case of its realization.
- Due to the growing terrorist threat and the expanded list of critical information infrastructure (CII) subject to anti-terrorist protection, the probability of risk 1.6 “Intentional damage to assets due to terrorist attacks or sabotage” was increased from low to average.
- The risk “Decrease in investment appeal” was excluded from the risk map due to its realization against the background of the crisis in the diamond market and a high key rate.
- Since a significant portfolio of the Company’s projects, except for the project to supply gas to the Novolenskaya TPP, will not have a considerable impact on the Company’s operations if target parameters are not achieved, risk 1.9 was renamed “Failure to achieve the targets under the project to supply gas to the Novolenskaya TPP” (probability – low, effect – high, overall risk level – high).
- Risk 1.11 “IT infrastructure failure” was renamed “IT landscape failure.” Due to measures aimed at preventing information security incidents, the probability of this risk was increased, the overall risk level is very high.
- The risk “Unavailability of required software” was included in the risk map when there was lack of understanding concerning the implementation of the import substitution program and it was impossible to arrange parallel imports. The Company still faces some difficulties, but they are resolved in the course of its day-to-day operations. The risk was excluded from the critical risk map for 2025.
- Due to the threat of sanctions and introduction of a mechanism for implementing sanctions restrictions, risk 1.10 “Sanctions restrictions on the Company and rough diamonds of the Russian origin” (probability – high, effect – average, overall risk level – high) was included in the critical risk register.
- Risk 2.1 “Long-term production interruption” showed a positive trend (reduced probability). This effect was achieved thanks to the implementation of a comprehensive import substitution program for equipment.
- The probability of risk 2.2 “Disruption of logistics and procurement processes” was reduced as a result of stabilization of import substitution processes, and subsequently the risk will be excluded from the risk map.
- The probability of risk 2.5 “Failure to achieve the planned indicators for replenishment of rough diamond reserves” was raised from low to average due to changes in the structure of reserves and the probability that no large deposits will be included in the Company’s books in the next two years.
- In view of the increase in the number of incidents related to the power supply in the cities of operations, new risk 3.3 “Failure to perform the Company’s social obligations related to heat, water and power supply” was added.

Figure 18. Critical risk map of the Company as at 1 January 2025



In 2024, 229 critical risk management activities were to be implemented (taking into account changes in the semi-annual update of the critical risk register). During the updating process, it was established that 94% of activities were successfully completed (6% of activities were postponed or lost their relevance).

The implementation of the planned activities, together with the improvement of the import substitution situation, made it possible to reduce the likelihood of or prevent the realization of individual critical risks.

6.7 Control system

6.7.1 Internal control

The Company has developed and approved its Internal Control Policy determining the principles and approaches, goals and objectives in the area of internal control, the roles, authorities and interaction of participants in the internal control system.

The Company's goal in the area of internal control is to ensure the achievement of strategic goals and the continuity of all types of activity in the interests of shareholders, to provide reasonable guarantees of the effectiveness of control procedures in business processes, and to ensure compliance with the requirements of the current legislation and the risk-oriented approach when preparing and implementing control procedures.

The internal control objectives, among other things, are:

- to organize and exercise internal control over business operations, keep accounts and prepare financial statements;
- to ensure the completeness and accuracy of the Company's financial, statistics and management reporting;
- to exercise control over compliance with the effective legislative requirements and the internal regulatory documents of the Company;
- to develop a risk-oriented culture and an integrated risk management and internal control system;
- to review compliance with organizational procedures and rules of work to counter and prevent corruption;
- to assist in the compliance culture development across the Group.

In order to facilitate the development of the internal control system, the Company has established the Internal Control and Compliance Department for the purpose of performing these tasks. The functions of the Department include project management of the internal control system development, including the description of business processes, preparation of risk matrices and control procedures, automation

of control procedures together with business process owners and monitoring of approved procedures. In addition, the Department tests the system of internal controls for business processes, reviews compliance of the financial stability of long-term rough diamond buyers and candidates for conclusion of long-term agreements (ALROSA ALLIANCE participants) with the requirements of the Regulation on the Procedure and Terms of Sales of Natural Diamonds by PJSC ALROSA. The Internal Control and Compliance Department also provides methodological support, coordination of activities and training in internal control issues to the Company's employees, and conducts a self-assessment of the effectiveness of the internal control system.

In 2024, the Internal Control and Compliance Department implemented the following measures aimed at improving the reliability and effectiveness of the internal control system of ALROSA:

- An external assessment of the performance of the internal control system was carried out and an action plan to improve it was developed and approved by the Company's Supervisory Board.
- A Compliance Day online quest was organized for the Company's employees;
- To raise employee awareness, information on the Hotline was included in the agenda of the Khozaktiv forum.

In the reporting year, ALROSA became the winner in the Effective Management of Legal and Compliance Risks category of the 19th competition "The Department. The best legal departments in Russia – 2024." The expert council that included heads of legal departments of the previous year's winners and partners of law firms evaluated more than 100 entries in 11 categories. Representatives from 55 companies participated in the competition.

Information about the Compliance Hotline

The Company's [Regulation on the Compliance Hotline of PJSC ALROSA](#) determines the goals, objectives and principles of the Hotline, as well as the roles, powers and interaction of participants in the process of handling received reports.

208 reports were received in 2024. The reports were received through the web portal, by telephone, email and WhatsApp.

Figure 19. Number of reports on various matters



In 2024, the Internal Audit Department conducted an audit of the compliance system, including an assessment of the Hotline performance. The performance rating of the Compliance Hotline was increased to 3.4 points (from 3.0 points in 2023). The recommendations developed as a result of the assessment were included in the action plan for the Hotline for 2025. The plan includes implementing the new Compliance Hotline concept, updating the Hotline website and updating the responsibility matrix for employees responding to reports.

Information on the results of the Hotline operation is disclosed in the Company's sustainability report. The Executive Committee's consideration of this issue increases the importance of the feedback mechanism for the Company, which complies with best practices and international quality standards for building compliance systems (ISO 37301:2021).

6.7.2 Internal audit

The main goal of internal audit activities at PJSC ALROSA is to assist the Supervisory Board and the Company's executive bodies in improving the Company's management efficiency and enhancing its performance, including through a systematic and consistent approach to analysis and assessment of the risk management, internal control and corporate governance systems as tools to provide reasonable assurance that the goals set for the Company will be achieved.

The Company's [Regulation on Internal Audit at PJSC ALROSA](#) defines the goals, objectives, duties and accountability of the internal audit function. According to the Regulation, the internal audit function at the Company is performed through the creation of a separate division – the Internal Audit Department of the Company – the head of which is administratively accountable to the Chief Executive Officer – Chairman of the Executive Committee of the Company and functionally accountable to the Supervisory Board (through the Audit Committee). The primary objectives of the Internal Audit Department are to assess the reliability and effectiveness of the risk management and internal control system, as well as evaluate corporate governance practices.

To achieve its objectives, the Internal Audit Department is working on different aspects, including the following:

- assessment of the reliability and effectiveness of the risk management and internal control systems, and evaluation of corporate governance, performance of internal audits;
- assisting the Company's executive bodies in investigating bad faith or unlawful actions of employees and third parties;
- preparation and presentation at least once a year of a report on the results of internal audit activity and on the results of the assessment of the reliability and effectiveness of the risk management, internal control and corporate governance systems to the Supervisory Board (Audit Committee) and the Chief Executive Officer – Chairman of the Executive Committee;
- interaction with the external auditor, as well as with other parties providing audit and consulting services on risk management, internal control and corporate governance;
- development and update of internal regulatory documents governing internal audit activity, including the Regulation on Internal Audit.

In accordance with the Internal Audit Assessment and Quality Enhancement Program, the internal quality assessment is performed annually and the external quality assessment by an external expert or a group of experts is carried out at least once every five years.

The external independent assessment was performed in Q4 2022. Based on the results of the assessment, an opinion was obtained that the activities of the Internal Audit Department generally comply with the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics of Internal Auditors.

Improving the performance of the Internal Audit Department

In 2024, in accordance with the approaches to the development of the internal audit function of PJSC ALROSA for the period up to 2025 agreed with the Audit Committee of the Supervisory Board, measures were taken to perform the tasks set out in the roadmap for 2024. Based on risk-oriented planning, a strategic list of audit projects was prepared: annual – for 2025 and strategic – for 2026–2028.

Key performance indicators of the Internal Audit Department in 2024:

- implementation of the audit plan and the plan of advisory projects for 2024;
- expansion of the scope of completed projects (over and above the plan) thanks to productivity improvement;
- improvement of the internal control system performance and operational efficiency by developing recommendations based on audit results;
- shorter deadlines for issuing orders and reduced labor efforts to monitor corrective measures taken as a result of audits, control over implementation of 100% of high- and medium-level measures;
- development of a tool to evaluate the effects achieved from the implementation of audit recommendations, including for the purpose of assessing changes in the level of internal control over time;
- larger volume of audits and projects based on data analysis;
- implementation of a quick data analytics tool using a domestic digital tool and development of continuous audit tools for at least two areas;
- a management survey based on the results of audits and advisory projects for the reporting period.

Key activities in 2024

In accordance with the work plan of the Internal Audit Department and its key performance indicators, the following activities were carried out in 2024:

- Significant projects related to production processes, including industry-specific projects (rough diamond processing) were implemented;
- The monitoring over construction projects was expanded;
- All management requests for unscheduled projects were complied with;
- Digital tools for data analysis at 13 audit projects were put into practice; the potential for development of continuous monitoring over three processes was identified;

- Approaches to risk-oriented annual and audit-specific planning were changed on the basis of the updated unified register of business processes, their risk levels and risk factors of business units; the methodology for assessing the internal control system based on audit results was amended;
- New types of audits and projects aimed at improving the quality of audits were applied;
- Measures were taken to increase labor productivity; labor costs to monitor corrective measures were reduced thanks to the process automation; shorter deadlines were set for issuing orders based on the results of audits establishing relevant measures and deadlines for their implementation;
- A methodology for assessing material and intangible effects of implementing audit recommendations was developed and tested;
- The strategic list of audit projects for 2026–2028 was updated as a benchmark for annual planning and compliance with the cyclical nature of audits;
- The development of the specialized Avakor audit software and digitalization of internal audit processes in terms of data visualization continued.

In 2024, the Internal Audit Department performed 79 audits, including 69 scheduled ones. The number of unscheduled audits as a percentage of the total number of audits was 13%. Based on the results of the performed audits, shortcomings and risks were identified, discussions with the Company's management were held, and recommendations on eliminating the shortcomings and revising (optimizing) the existing business processes were developed.

In 2024, the KPIs of the Internal Audit Department were achieved and its work plan was implemented in full.

6.7.3 Revision Commission

In accordance with the legislation of the Russian Federation and the Company's Articles of Association, the Revision Commission is elected by the annual General Meeting of Shareholders to oversee the Company's financial and economic activities and its compliance with the legal acts of the Russian Federation.

Five people are elected as members of the Revision Commission for a term of office lasting until the next annual General Meeting of Shareholders of PJSC ALROSA.

Remuneration of the Revision Commission members

In accordance with the [Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA](#), remuneration can be paid to the Revision Commission members for participating in the work of the Revision Commission and for performing additional duties related to the chairmanship of the Revision Commission. No remuneration is paid to the Chairman or the members of the Revision Commission having the status of a state or municipal official in accordance with the effective legislation of the Russian Federation.

For the corporate year 2023–2024, five persons were elected to the Company's Revision Commission, of which one member was not a state or municipal official as of 31 March 2024.

The annual General Meeting of Shareholders of PJSC ALROSA held on 20 May 2024 decided to pay remuneration for participation in the work of the Revision Commission in the 2023–2024 corporate year as set forth by the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA to the members of the Revision Commission in the amount of RUB 2,199,467.¹²⁰ The total amount of the remuneration was RUB 2,199,467.

The remuneration to the members of the Revision Commission of PJSC ALROSA was paid in full by the established deadline.

Activities undertaken by the Revision Commission of PJSC ALROSA during 2024

In the reporting year, the Revision Commission elected Chairman and Deputy Chairman of the Revision Commission, approved the Work Plan of the Revision Commission for the corporate year 2024–2025. From 4 to 15 March 2024, the Revision Commission conducted an annual audit (review) of the financial and business activities of PJSC ALROSA for 2023.

¹²⁰ Minutes No. 48 dated 20 May 2024.

The audit plan included the following issues:

1. Analysis and audit of the financial and business activities of PJSC ALROSA and its annual financial statements for 2023;
2. Analysis of the achievement of key production indicators and target economic indicators, including analysis of the actually achieved financial indicators;
3. Audit of net profit spending;
4. Review of the procedure for calculating the amount of and correctness of calculating, accruing and transferring dividends of PJSC ALROSA;
5. Analysis of the results of the sales policy of PJSC ALROSA in the domestic and foreign markets in 2023;
6. Analysis of the results of implementing the system of key performance indicators of PJSC ALROSA and its top management, as well as the links between the achievement of approved KPIs and the remuneration of the members of the Supervisory Board and the management of PJSC ALROSA;
7. Analysis of the progress in implementing the investment program of PJSC ALROSA;
8. Analysis of PJSC ALROSA's procurement activity for 2023;
9. Analysis of the performance by PJSC ALROSA of the instructions of the supervisory bodies (Federal Tax Service of Russia, General Prosecutor's Office of the Russian Federation and others);
10. Review of the implementation of directives of the Government of the Russian Federation;
11. Review of the implementation by PJSC ALROSA of the recommendations set forth in the previous Report of the Revision Commission (section 12 of the Report of the Company's Revision Commission for 2022);
12. Preparation of recommendations of the Revision Commission on eliminating shortcomings/violations as part of the audit of financial and business activities for 2023.

Opinion of the Revision Commission of PJSC ALROSA for 2023

Based on the results of the review of PJSC ALROSA's financial and business activities for 2023, the Revision Commission confirmed the reliability of the data contained in the Annual report of PJSC ALROSA for 2023 and submitted the opinion of the Revision Commission to the annual General Meeting of Shareholders of the Company.¹²¹

6.7.4 External auditors

Limited Liability Company FBK

INN (Taxpayer Identification Number): 7701017140, OGRN (Principal State Registration Number): 1027700058286

Address: Bldg 2AB, 44/1 Myasnitskaya Str., Moscow, 101990

Tel.: (495) 737-53-53

The auditors' membership of self-regulatory organizations of auditors:

Self-Regulatory Organization of Auditors Association Sodruzhestvo (SRO AAS)

Location: Bldg. 4, 21 Michurinsky Prospekt, Moscow, Russia, 119192

LLC FBK is registered in the Register of Auditors and Audit Organizations of SRO AAS under primary registration entry number (ORNZ) 11506030481.

Procedures used to select external auditors and ensure their independence and objectivity, and information on the remuneration of external auditors for audit and non-audit services

In 2024, there were no factors that could influence the auditors' independence from the Company, including significant interests linking the auditors (or the auditors' executives) with the Company (the Company's executives).

Starting from 2019, public electronic tenders have been held to select the audit firm to perform the statutory audit of the financial statements prepared in accordance with Russian laws and the IFRS consolidated financial statements for the year.

¹²¹ Minutes No. 48 dated 20 May 2024.

Tender organizer

The executive body of the Company.

Subject of the tender

The right to perform the statutory audit of the Company's financial statements prepared in accordance with Russian laws and the IFRS consolidated financial statements of ALROSA Group for the year.

Objective of the tender

Identification of the audit firm offering the best terms for performance of the statutory audit of the Company's financial statements prepared in accordance with Russian laws and the consolidated financial statements of ALROSA Group prepared in accordance with IFRS.

Tender commission

For the purpose of holding a public tender, the Company approves a tender commission. The commission includes managers and specialists of the Company and representatives of the Federal Agency for State Property Management, the Ministry for Property Relations of the Republic of Sakha (Yakutia) and the Ministry of Finance of the Russian Federation.

Preparation and approval of tender documentation

To hold the public electronic tender, the Company prepared tender documentation based on the requirements of Federal Law No. 44-FZ dated 5 April 2013 "On the Contract System for the Procurement of Goods, Work and Services to Meet State and Municipal Needs," Resolution No. 2604 of the Government of the Russian Federation dated 31 December 2021 "On the Evaluation of Applications for Participation in the Procurement of Goods, Work and Services to Meet State and Municipal Needs, Amendments to Clause 4 of Resolution No. 2369 of the Government of the Russian Federation Dated 20 December 2021 and Invalidation of Certain Regulations and Provisions of Certain Regulations of the Government of the Russian Federation", and the Company's internal regulatory documents.

The tender documentation was agreed with the Federal Agency for State Property Management (as the main shareholder).

Publication and posting of a tender notice and tender documentation

In 2022, the notice on holding a public electronic tender and the tender documentation were posted and published on the official website of the Unified Information System on Procurement www.zakupki.gov.ru and ETP Sberbank-AST.

Winning bidder

The audit firm that scores the greatest number of points is declared the winner of the tender. The Supervisory Board of the Company puts the issue of approving the winning bidder to the annual General Meeting of Shareholders.

An audit involves the performance of procedures to obtain audit evidence regarding the numerical data and information contained in the financial statements. The selection of procedures is based on the auditor's professional judgment, including an assessment of the risks of material misstatement in the financial statements, whether due to fraud or error. When assessing the aforementioned risks, the auditor considers the internal control system used during the preparation and fair presentation of the financial statements in order to develop audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control system. An audit also includes an assessment of the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by management, as well as the overall presentation of the financial statements.

The amount of remuneration payable to the auditors for the latest completed financial year for which the auditors performed an independent audit is determined by the contract between the auditors and the Company. It totaled RUB 26.6 million, including VAT, for the audit of financial statements prepared in accordance with Russian laws and the IFRS consolidated financial statements of ALROSA Group for 2024.

There are no deferred or overdue payments for the services provided by the auditors.

The decision to appoint the auditors for the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the IFRS consolidated financial statements of ALROSA Group for 2024 was made by the annual General Meeting of Shareholders.

The auditors (the auditors' executives) have no participation interest in the authorized (share) capital (unit fund) of the Company.

The Company does not extend any loans to the auditors (the auditors' executives).

There are no close business relations (participation in the promotion of products (services), participation in joint business activities, etc.), or family relations.

There is no information on the Company's executives being at the same time the auditors' executives (auditor).

Results of the Audit Committee's assessment of the effectiveness of the external audit process

The Audit Committee of the Supervisory Board of PJSC ALROSA assessed the effectiveness of the external audit process in 2024 and the independence of the external auditors. The Committee recognized the external audit process as effective and evaluated the process developed by LLC FBK as optimal and taking into account the knowledge about and specific risks inherent in all material companies of ALROSA Group.

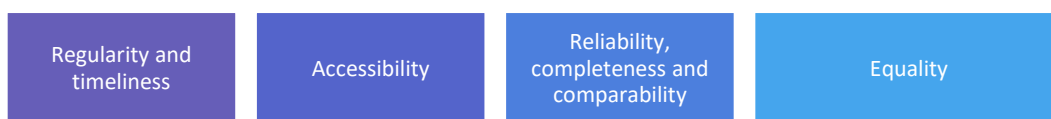
In addition, the Committee confirmed the independence of the external auditors – LLC FBK. All the provided services, other than the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the IFRS consolidated financial statements of ALROSA Group for 2024, are compatible with the audit and do not create threats to auditor independence in accordance with effective laws and the Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (IESBA Code) and the ethical requirements of the Code of Ethics for Professional Accountants and the Independence Rules of Auditors and Audit Organizations approved in the Russian Federation.

6.8 Information disclosure system

Information policy

ALROSA focuses on improving its media relations and maintaining a high level of openness and transparency. The Company carefully analyzes the information needs of its target audiences and strives to disclose important information to them in a timely manner.

Principles of ALROSA's information policy



The information disseminated by the Company is broken down into two types:

- mandatory for disclosure in accordance with the requirements of Russian laws;
- material information on the Company's activities that is disclosed voluntarily, even if the publication of such information is not required by law.

Communication

The Company's interaction with its target stakeholder audiences in the external environment includes the following:

- communication with shareholders;
- communication with the investment community;
- communication with the media;
- social networks of the Company and its employees.

Information disclosure channels

One of the main communication channels is the Company's official website in Russian and English, www.alrosa.ru. In addition to the corporate website, the Company also uses the website of the information agency Interfax – the Corporate Information Disclosure Center, <https://www.e-disclosure.ru/portal/company.aspx?id=199> – for mandatory disclosures.

In addition, the following channels of information disclosure and interaction with audiences are used:

- meetings and telephone conversations with investors and analysts, including credit analysts from lending banks, rating agencies, representatives of investment banks collaborating with the Company on investment diamonds;
- communication with representatives of the financial community, targeted responses to requests through various communication channels;
- press conferences, briefings and other forms of communication between top management and the media.

Confidential and insider information

The procedure for gaining access to insider and confidential information, including information constituting a state, official or trade secret, using and protecting such information is established by legislation and the Company's internal documents.

Information classified as trade secrets and confidential information of the Company is protected in accordance with the Regulation on Trade Secrets and Confidential Information of PJSC ALROSA.¹²²

To prevent abuses in the form of misuse of insider information, the Company has enacted the Regulation on Insider Information. In accordance with the Regulation, the Company's insiders are obliged to take all measures in their power to protect and prevent the misuse and dissemination of insider information.

At the same time, against the background of current and new sanctions imposed by unfriendly countries, the Company applies the right of partial or complete non-disclosure of information in accordance with the current resolutions of the Government of the Russian Federation¹²³ and the relevant decision of the Supervisory Board of PJSC ALROSA.¹²⁴

Decisions on the disclosure and/or provision of information are made by the Company subject to the potential effect of such disclosure on the potential introduction of new restrictive measures against the Company. The composition and/or scope of the information disclosed (provided) in accordance with the effective laws of the Russian Federation is determined subject to the specific circumstances of the Company's operations, the potential occurrence of negative consequences for the Company and third parties, and in view of the interests of all the Company's shareholders.

It should be noted separately that the Company continues to disclose events related to the exercise of the rights of the Company's investors and shareholders and according to the recommendations of the Bank of Russia and Moscow Exchange. Information is disclosed in compliance with the requirements of the Russian legislation, the recommendations of the Code of Corporate Governance and the Information Policy of PJSC ALROSA and on the basis of the principle of reasonableness subject to the circumstances that exist as at the date of disclosure in order to prevent the negative financial impact on the owners of the Company's securities.

The Supervisory Board monitors compliance with the information policy. The information on the implementation of the information policy in 2024 was considered at the meeting of the Audit Committee of the Supervisory Board on 17 December 2024¹²⁵ and taken into account by the Supervisory Board.¹²⁶

¹²² Order No. 01/90-P dated 11 April 2019.

¹²³ Resolutions No. 351 dated 12 March 2022 (until 1 July 2023), No. 2131 dated 24 November 2022, No. 1102 dated 4 July 2023, No. 1587 dated 28 September 2023, etc.

¹²⁴ Minutes No. 01/358-PR-NS dated 29 April 2022.

¹²⁵ Minutes No. 127 dated 17 December 2024.

¹²⁶ Minutes No. 01/419-PR-NS dated 23 December 2024.

7 Glossary

ADPA	African Diamond Producers Association
AI	Artificial intelligence
BRICS	an intergovernmental organization comprising ten countries – Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Indonesia, Iran and the United Arab Emirates.
CAPEX	Capital expenditure
CEO	Chief Executive Officer
CII	Critical information infrastructure
CIO	Chief Information Officer
COSO	Committee of Sponsoring Organizations of the Treadway Commission
COVID	Coronavirus disease
DFA	Digital financial asset
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESB	Enterprise Service Bus
ESG	Environmental, Social, and Governance
ETP	Electronic trading platform
GOST	Russian state standard
GRI	Global Reporting Initiative
HR	Human Resources
HSE Art and Design School	Art and Design School of National Research University Higher School of Economics
ICS	Internal control system
IDTMP	Innovative Development and Technological Modernization Program
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
IKPI	Integrated key performance indicator
IMOEX	MOEX Index
INN	Taxpayer Identification Number
IP	Intellectual property
IPO	Initial public offering
IR	Investor relations
ISO	International Organization for Standardization
IT	Information technology
ITSM	IT Service Management
JSC	Joint-Stock Company
KP	Kimberley Process
KPI	Key performance indicator
LGD	Laboratory-Grown Diamonds
LLC	Limited Liability Company
LTDP	Long-Term Development Program
MDM	Master data management
MES	Manufacturing execution system
MGIS	Mining and Geological Information System
MOEX	Moscow Exchange
MOEXBMI	Moscow Exchange Broad Market Index
MOEXMM	MOEX Metals and Mining Index
MPC	Maximum permissible concentration
MPD	Mining and processing division
MRRT	MOEX – RSPP Responsibility and Transparency Index
MRSV	Moscow Exchange Index – RSPP Sustainability Vector
MTS	Material and technical support
NACE	Nomenclature of Economic Activities
NAEN	National Association of Subsoil Expertise
NRCG	National Rating of Corporate Governance

ODC	Okavango Diamond Company
OGRN	Principal State Registration Number
OHS	Occupational health and safety
OJSC	Open joint stock company
OKVED	Russian National Classifier of Economic Activities
ORNZ	Primary registration entry number
PC	Payment coefficient
PJSC	Public joint stock company
POEDE	Program to Raise Operating Efficiency and Decrease Expenses
RAS	Russian accounting standards
RMS	Risk management system
ROE	Return on equity
RSPP	Russian Union of Industrialists and Entrepreneurs
RTS	Russia Trading System
RTSI	Russia Trading System Index
RTSMM	RTS Metals and Mining Index
RUBMI	RTS Broad Market Index
RUDN	Peoples' Friendship University of Russia
SME	Small and medium-sized enterprises
SMS	Short Message Service
SOC	Security Operation Center
SRC	State Commission on Mineral Reserves of the Russian Federation
SRM	Supplier relationship management
SRO AAS	Self-Regulatory Organization of Auditors Association Sodruzhestvo
SSC	Shared Services Center
TMS	Transportation management system
TPP	Thermal power plant
UHPS	Universal high-performance separator
UIS	United information system
UN	The United Nations
USA	the United States of America
USO	United Selling Organization
VAT	Value-added tax
YDTE	Yakutsk Diamond Trading Enterprise

Abbreviations

'000	thousand
CNY	Chinese Yuan Renminbi
GJ	Gigajoule
mln	million
MW	megawatt
bln	billion
m³	cubic meter
RUB	Russian ruble
ppl	people
USD	US dollar

8 Contact information

Head office of PJSC ALROSA (Moscow)

Address: 24 Ozerkovskaya Naberezhnaya, Moscow 115184

Tel.: +7 (495) 620-92-50

Email: info@alrosa.ru

Head office of PJSC ALROSA (Mirny)

Address: 6 Lenin Street, Mirny, Republic of Sakha (Yakutia), 678174

Tel.: +7 (41136) 3-00-30

Fax: +7 (41136) 3-04-51

Email: mirinfo@alrosa.ru

About the Company

Full name of the Company	Joint Stock Company (Public Joint Stock Company) ALROSA
Number and date of issue of the certificate of state registration as a legal entity	On initial registration: Certificate No. 1 dated 13 August 1992 issued by the Administration of the Mirny District of the Republic of Sakha (Yakutia) (Resolution No. 554 dated 13 August 1992) When making an entry on a legal entity registered before 1 July 2002: series 14 No. 000724010 dated 17 July 2002
Constituent entity of the Russian Federation where the Company is registered	Republic of Sakha (Yakutia)
Address (location)	6 Lenin Street, Mirny, Mirny ulus, Republic of Sakha (Yakutia), Russian Federation
Main line of business	According to the information on types of economic activities under the Russian Classification of Economic Activities (OKVED OK 029-2014, NACE Rev. 2), the main line of business is rough diamond production, code 08.99.32
Headcount (as at 31 December 2024)	21,770 employees
Information on inclusion in the list of strategically important enterprises and joint stock companies	ALROSA is included in the list of strategically important enterprises and joint stock companies based on Decree of the President of the Russian Federation No. 1009 dated 4 August 2004 (section 2) (as amended on 9 December 2024)
Amount of the authorized capital (RUB)	3,682,482,815
Total number of shares outstanding	7,364,965,630
Class of shares	Ordinary, registered, uncertificated
Nominal value of each ordinary share (RUB)	0.5
State registration number of the issue of ordinary (preferred) shares and the date of their state registration	1-03-40046-N, 25 August 2011
State registration number of the additional issue of ordinary (preferred) shares and the date of their state registration (if as at the date of preliminary approval of the Company's annual report by the Supervisory Board the registration authority has not canceled the individual number (code) of the additional issue of ordinary (preferred) shares of the Company)	There has been no additional issue of ordinary (preferred) shares
Number of preferred shares	There are no preferred shares

Nominal value of preferred shares (RUB)	There are no preferred shares
Special right of the Russian Federation to participate in the management of the Company ("golden share")	None
Full name of the Company's auditor	Limited Liability Company FBK
Abbreviated corporate name	LLC FBK
INN (Taxpayer Identification No.), OGRN (Primary State Registration No.)	7701017140, 1027700058286
Address and contact details of the Company's auditor	Bldg 2AB, 44/1 Myasnitskaya Str., Moscow, 101990 Tel.: +7 (495) 737-53-53
Dividend amount paid to the federal budget in the reporting period	PJSC ALROSA accrued and paid to the federal budget in 2024 dividends for 2023 in the amount of RUB 4,913,290,345.75 and dividends for the first half of 2024 in the amount of RUB 6,056,481,663.83
Dividends in arrears to the federal budget in the reporting period	There were no dividends in arrears to the federal budget as at 31 December 2024
Allocation to the Company's reserve fund (RUB, % of net profit)	No allocations were made to the reserve capital
Allocations to other funds of the Company (RUB, % of net profit)	No allocations were made to other funds
Other use of net profit	No other use of net profit is stipulated
Full name of the registrar	Joint Stock Company VTB Registrar
Abbreviated name	JSC VTB Registrar
Address of the registrar	23 Pravdy Str., Moscow, 127015
Information on the placement by the Company of additional shares and the movement of capital during the year (change in the persons having the right to cast, directly or indirectly, at least five percent of the votes conferred by the Company's voting shares)	No changes in the persons having the right to cast, directly or indirectly, at least five percent of the votes conferred by the Company's voting shares took place during the reporting period.
Statement of the executive bodies of the Company on the lack of information in the company on the existence of participation interests exceeding five percent, other than those already disclosed by the company	The Company has no information on the existence of participation interests exceeding five percent, other than those indicated, or on the possible acquisition by certain shareholders of a level of control that is disproportionate to their participation in the authorized capital of the Company.
Information on the possibility of acquisition or on the acquisition by certain shareholders of a degree of control that is disproportionate to their participation in the authorized capital of the company, including on the basis of shareholder agreements or due to the existence of ordinary and preferred shares with different nominal values	
Information on the number of treasury shares held by the Company and the number of shares in the Company belonging to legal entities controlled by the Company	There are no treasury shares held by the Company. The number of shares in the Company belonging to legal entities controlled by the Company is 152,329,800.
Number of shares owned by the Russian Federation (as at 31 December 2024)	2,432,321,953 17185/50000 ordinary shares
Share of the Russian Federation in the authorized capital, with a breakdown by ordinary and preferred shares (as at 31 December 2024)	33.0256% of the ordinary shares making up the authorized capital of PJSC ALROSA. There are no preferred shares

<p>The Company's shareholders holding more than two percent in the authorized capital (as at 31 December 2024)</p>	<p>- The Russian Federation represented by the Federal Agency for State Property Management holds a 33.0256% share in the authorized capital (2,432,321,953 17185/50000 ordinary shares);</p>
<p>Information on the number of the Company's shareholders</p>	<p>- The Republic of Sakha (Yakutia) represented by the Ministry of Property and Land Relations of the Republic of Sakha (Yakutia) holds a 25.0002% share in the authorized capital (1,841,259,772 ordinary shares).</p>
	<p>The total number of the Company's shareholders exceeds 732,000.</p>

Appendices

Appendix 1. Financial statements (IFRS) of PJSC ALROSA for 2024



Independent Auditor's Report on the Disclosed Consolidated Financial Statements [Translation from Russian original]

To the Shareholders of
Public Joint Stock Company ALROSA

Opinion

The accompanying disclosed consolidated financial statements of Public Joint Stock Company ALROSA (hereinafter - "PJSC ALROSA") and its subsidiaries (hereinafter - the "Group"), which comprise the disclosed consolidated statement of financial position as at 31 December 2024, the disclosed consolidated statements of profit or loss and other comprehensive income, cash flows and changes in equity for the year then ended, and certain notes to the disclosed consolidated financial statements, including the basis for the preparation of the statements, are based on the Group's audited consolidated financial statements for the year ended 31 December 2024.

In our opinion, the accompanying disclosed consolidated financial statements of the Group are consistent, in all material respects, with the above audited consolidated financial statements in accordance with the basis for their preparation described in Note 2 of Notes to the disclosed consolidated financial statements for the year ended 31 December 2024.

Disclosed Consolidated Financial Statements

The disclosed consolidated financial statements do not contain all the information required to be disclosed in accordance with IFRS Accounting Standards. Therefore, reading the disclosed consolidated financial statements and the auditor's report thereon does not substitute reading the audited consolidated financial statements and the auditor's report thereon.

Audited Consolidated Financial Statements and Our Opinion Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements of the Group in our report dated 26 February 2025. This opinion also includes:

- key audit matters. Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period.

PJSC ALROSA
Independent Auditor's Report
TRANSLATION NOTE: Our report has been prepared in Russian and in English. In all matters of interpretation of information, views or opinions, the Russian version of our report takes precedence over the English version

1 of 2

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Responsibilities of Management for the Disclosed Consolidated Financial Statements

Management is responsible for the preparation of the disclosed consolidated financial statements in accordance with the basis for their preparation described in Note 2 of Notes to the disclosed consolidated financial statements for the year ended 31 December 2024.

Auditor's Responsibilities

Our responsibility is to express an opinion on whether the disclosed consolidated financial statements of the Group are consistent, in all material respects, with the audited consolidated financial statements based on the procedures performed by us in accordance with ISA 810 (Revised) Engagements to Report on Summary Financial Statements.

Senior Managing Partner of FBK, LLC  Sarafanova, Elena Olegovna
Pursuant to the charter, audit qualification certificate dated 18 October 2019 No. 06-000528, registration number 21906078276

Engagement partner on the audit resulting in this independent auditor's report  Safulin, Ildar Ravilevich
Audit qualification certificate dated 23 August 2011 No. 01-000042, registration number 22006037114

Date of the independent auditor's report: 26 February 2025

Audited entity

Name:

Public Joint Stock Company ALROSA (PJSC ALROSA).

Address of the legal entity within its location:

6, Lenin Street, Mirny, Republic of Sakha (Yakutia), 678175, Russian Federation.

State registration:

The registration entry was made in the Unified State Register of Legal Entities on 17 July 2002 under primary state registration number 1021400967092.

Auditor

Name:

FBK, LLC.

Address of the legal entity within its location:

44 Myasnitskaya St, Bldg 2, Moscow, 101000, Russian Federation.

State registration:

The registration entry was made in the Unified State Register of Legal Entities on 24 July 2002 under primary state registration number 1027700058286.

Primary number of registration entry in the register of auditors and audit organizations of the Self-regulatory organization of auditors Association "Sodruzhestvo" 11506030481.

PJSC ALROSA

Independent Auditor's Report

TRANSLATION NOTE: Our report has been prepared in Russian and in English. In all matters of interpretation of information, views or opinions, the Russian version of our report takes precedence over the English version

Consolidated Statement of Financial Position

PJSC ALROSA

Disclosed consolidated financial statements for the year ended 31 December 2024

(In millions of Russian roubles, unless otherwise stated)



DISCLOSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Notes	31 December 2024	31 December 2023
ASSETS			
Non-current Assets			
Goodwill	5.1	1,439	1,439
Intangible assets	2cc	3,310	1,126
Property, plant and equipment	8, 2cc	302,848	281,761
Right-of-use assets	9	2,787	3,862
Investments in associates and joint ventures	5.2	-	7,804
Deferred tax assets	19	1,191	3,071
Long-term accounts receivable	11	294	169
Total Non-current Assets		311,869	299,232
Current Assets			
Inventories	10	230,991	181,804
Prepaid current income tax		2,016	1,815
Trade and other receivables	11	13,381	14,498
Bank deposits	6	7,589	62,831
Cash and cash equivalents	7	81,127	36,437
		335,104	297,385
Assets of a disposal group held for sale	5.3	1,986	-
Investment in an associate held for sale	5.3	9,776	-
Total Current Assets		346,866	297,385
Total Assets		658,735	596,617
EQUITY			
Share capital	12	12,473	12,473
Share premium		10,431	10,431
Treasury shares	12	(258)	(258)
Retained earnings and other reserves	12	348,337	359,208
Equity attributable to owners of PJSC ALROSA		370,983	381,854
Non-Controlling Interest	31	(2,030)	5
Total Equity		368,953	381,859
LIABILITIES			
Non-current Liabilities			
Long-term debt and loans and other financial liabilities	13	128,704	79,597
Provision for pension obligations	17	3,879	3,989
Other provisions	15	18,150	21,304
Deferred tax liabilities	19	10,210	3,265
Government grants	16	2,085	2,089
Other liabilities	30	270	142
Total Non-current Liabilities		163,298	110,386
Current Liabilities			
Short-term debt and loans and other financial liabilities	14	67,927	55,809
Trade and other payables	18	46,038	39,086
Income tax payable		422	499
Other taxes payable	19	10,638	8,813
Dividends payable	13	1,296	165
		126,321	104,372
Liabilities related directly to assets of a disposal group held for sale	5.3	163	-
Total Current Liabilities		126,484	104,372
Total Liabilities		289,782	214,758
Total Equity and Liabilities		658,735	596,617

Signed on 26 February 2025 by the following members of management:


Pavel A. Marinychev
Chief Executive Officer –
Chairman of the Management Board


Elena I. Glazunova
Chief Accountant

The accompanying notes form an integral part of these disclosed consolidated financial statements.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

PJSC ALROSA

Disclosed consolidated financial statements for the year ended 31 December 2024

(in millions of Russian roubles, unless otherwise stated)



DISCLOSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	Year ended 31 December 2024	Year ended 31 December 2023
Revenue	20	239,067	322,567
Income from government grants	16	5,005	3,954
Cost of sales	21	(157,482)	(175,629)
Royalty	19	(1,209)	(1,209)
Gross profit		85,381	149,683
General and administrative expenses	22	(20,348)	(18,590)
Selling and marketing expenses	23	(7,734)	(4,152)
Other operating income	24	11,937	10,599
Other operating expenses	25	(38,701)	(31,222)
Operating profit		30,535	106,318
Finance income	26	24,743	43,136
Finance costs	27	(36,674)	(43,788)
Share of net profit of associates and joint ventures	5.2	13,899	2,529
Profit before income tax		32,503	108,195
Income tax	19	(13,257)	(23,013)
Total profit for the year		19,246	85,182
Other comprehensive income:			
<i>Items that will not be reclassified to profit or loss:</i>			
Remeasurement of post-employment benefit obligations, net of deferred income tax	17, 19	161	222
Total items that will not be reclassified to profit or loss		161	222
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Currency translation differences, net of deferred income tax		97	1,384
Total items that may be reclassified subsequently to profit or loss		97	1,384
Total other comprehensive income for the year		258	1,606
Total comprehensive income for the year		19,504	86,788
Profit attributable to:			
Owners of PJSC ALROSA		21,162	85,122
Non-controlling interest	31	(1,916)	60
Profit for the year		19,246	85,182
Total comprehensive income attributable to:			
Owners of PJSC ALROSA		21,532	86,936
Non-controlling interest		(2,028)	(148)
Total comprehensive income for the year		19,504	86,788
Basic and diluted earnings per share for profit attributable to the owners of PJSC ALROSA (in Russian roubles)	12	2.93	11.80

The accompanying notes form an integral part of these disclosed consolidated financial statements.

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Consolidated Statement of Cash Flows

PJSC ALROSA

Disclosed consolidated financial statements for the year ended 31 December 2024

(in millions of Russian roubles, unless otherwise stated)



DISCLOSED CONSOLIDATED STATEMENT OF CASH FLOWS

	Notes	Year ended 31 December 2024	Year ended 31 December 2023
Net Cash Inflow from Operating Activities	28	41,270	65,850
Cash Flows from Investing Activities			
Purchase of property, plant and equipment and intangible assets		(58,915)	(63,663)
Proceeds from sales of property, plant and equipment and intangible assets		47	248
Purchase of license for the development of a gold deposit	8	(5,440)	-
Interest received		4,671	4,326
Proceeds from disposal of subsidiaries, net of cash disposed		677	-
Proceeds from sale of investments in associates	5.2	1,010	-
Dividends received from associates and joint ventures	5.2	-	11
Cash transfer to deposit accounts		(134,153)	(158,298)
Cash received from deposit accounts		186,291	186,967
Government grants for investing activities		90	80
Net Cash Outflow used in Investing Activities		(5,722)	(30,329)
Cash Flows from Financing Activities			
Repayments of loans		(25,140)	(2,109)
Loans received		72,187	7,821
Lease liability payments		(708)	(749)
Interest paid		(7,034)	(3,368)
Purchase of non-controlling interest		-	(22)
Dividends paid	13	(32,536)	(27,183)
Dividends paid to non-controlling shareholders	13	(7)	(6)
Returns on unclaimed dividends	13	1,264	-
Net Cash Inflow received from / (used in) Financing Activities	13	8,026	(25,616)
Net Increase in Cash and Cash Equivalents		43,574	9,905
Cash and cash equivalents at the beginning of the year		36,437	26,618
Effect of exchange rate changes on cash and cash equivalents		1,590	(86)
Cash and Cash Equivalents at the End of the Year	7	81,601	36,437

The accompanying notes form an integral part of these disclosed consolidated financial statements.

3

Consolidated Statement of Changes in Equity

PJSC ALROSA

Disclosed consolidated financial statements for the year ended 31 December 2024
(in millions of Russian roubles, unless otherwise stated)



DISCLOSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to owners of PJSC ALROSA						Total	Non-controlling Interest (note 31)	Total equity
	Number of shares outstanding	Share capital	Share premium	Treasury shares	Other reserves (note 12)	Retained earnings			
Balance at 1 January 2023	7,212,635,830	12,473	10,431	(258)	(22,398)	321,924	322,172	121	322,293
Comprehensive income									
Profit for the year	-	-	-	-	-	55,122	55,122	60	55,182
Other comprehensive income	-	-	-	-	1,814	-	1,814	(208)	1,606
Total comprehensive income for the year	-	-	-	-	1,814	55,122	56,936	(148)	56,788
Transactions with owners									
Dividends (note 12,13)	-	-	-	-	-	(27,192)	(27,192)	(7)	(27,199)
Purchase of non-controlling interest	-	-	-	-	(62)	-	(62)	39	(23)
Total transactions with owners	-	-	-	-	(62)	(27,192)	(27,254)	32	(27,222)
Balance at 31 December 2023	7,212,635,830	12,473	10,431	(258)	(20,646)	379,854	381,854	5	381,859
Balance at 1 January 2024	7,212,635,830	12,473	10,431	(258)	(20,646)	379,854	381,854	5	381,859
Comprehensive income									
Profit for the year	-	-	-	-	-	21,162	21,162	(1,916)	19,246
Other comprehensive income	-	-	-	-	370	-	370	(112)	258
Total comprehensive income for the year	-	-	-	-	370	21,162	21,532	(2,028)	19,504
Transactions with owners									
Dividends (note 12,13)	-	-	-	-	-	(32,529)	(32,529)	(7)	(32,536)
Returns of unclaimed dividends (note 13)	-	-	-	-	-	126	126	-	126
Total transactions with owners	-	-	-	-	-	(32,403)	(32,403)	(7)	(32,410)
Balance at 31 December 2024	7,212,635,830	12,473	10,431	(258)	(20,276)	368,613	370,983	(2,030)	368,953

The accompanying notes form an integral part of these disclosed consolidated financial statements.

Appendix 2. Information on all forms of participation in non-profit organizations

The information on subsidiaries and associates of PJSC ALROSA is given as at 31 December 2024.

Information on all forms of PJSC ALROSA's participation in non-profit organizations as at 31 December 2024

Name	Purpose of participation	Form of participation	Financial parameters of participation (2024), RUB '000
Almazik Preschool	Implementation of social policy	Co-founder of the organization on the terms of co-financing of activity in equal amounts with the municipality of the Mirny District of the Republic of Sakha (Yakutia)	700,000
Self-regulatory organization "Union of Builders of Yakutia" (Association)	Improvement of the quality and safety of construction, reconstruction, overhaul, demolition of capital construction facilities	Participant (member)	251
"Chamber of Commerce and Industry of the Republic of Sakha (Yakutia)" Union	Protection of PJSC ALROSA's interests related to performance of business activities, including activities abroad; assistance in the development of the system of education and training of specialists for business activity in the Republic of Sakha (Yakutia); participation in events held by the chamber and their information support.	Participant (member)	250
Association of organizations in the area of subsoil use "National Association of Subsoil Expertise" (NAEN)	Participation in the collective efforts of association members to create the conditions for rational use of the subsoil on the basis of the development and improvement of a unified base, standards, rules for expert evaluation and assessment of effective use of the subsoil, the creation and regulation of mutually beneficial relations between participants in subsoil use, assistance in the development of a balanced state policy on subsoil use, and the provision of methodological, technical and consulting assistance to subsoil users when preparing materials for state expert assessment.	Participant (member)	150
Non-Profit Partnership "Solid Minerals Technology Platform"	-	Participant (member)	120
Self-Regulatory Organization "Northern Design Engineer" (Association)	Improvement of the quality of architectural and construction design	Participant (member)	92
Association "Engineering Surveys in Construction" – All-Russian Industry Association of Employers	Improvement of the quality of engineering surveys, assistance in the development of the engineering and survey industry, development of a unified regulatory and technical policy for engineering surveys in construction	Participant (member)	59
Union of Manufacturers of the Republic of Sakha (Yakutia)	-	Participant (member)	30

Appendix 3. List of local internal regulations

The following local internal regulations of PJSC ALROSA served as grounds for the preparation of this Annual Report:

- Articles of Association of PJSC ALROSA (as amended on 20 May 2024);¹²⁷
- Code of Corporate Governance of PJSC ALROSA (as amended on 16 June 2021);
- Code of Corporate Ethics of PJSC ALROSA;
- Regulations on the General Meeting of Shareholders of PJSC ALROSA (as amended on 20 May 2024);¹²⁸
- Regulations on the Supervisory Board of PJSC ALROSA (as amended on 16 June 2021);
- Regulation on the Audit Committee of the Supervisory Board of PJSC ALROSA (as amended on 24 June 2021);¹²⁹
- Regulation on the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA;
- Regulation on the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA;
- Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA (as amended on 16 June 2021);
- Regulations on the Executive Committee of PJSC ALROSA (as amended on 16 June 2021);
- Regulation on the Revision Commission of PJSC ALROSA;
- Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA (as amended on 20 May 2024);¹³⁰
- Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA;
- Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA;
- Regulation on the Corporate Secretary of PJSC ALROSA;
- Information Policy of PJSC ALROSA;
- Regulation on Insider Information of PJSC ALROSA;
- Regulation on the Dividend Policy of PJSC ALROSA;
- Regulation on Information Disclosure of PJSC ALROSA;
- Anti-Corruption Policy of PJSC ALROSA;
- Regulation on Internal Audit at PJSC ALROSA;
- Risk Management Policy of PJSC ALROSA;
- Environmental Policy of the Company (as amended);¹³¹
- Internal Control Policy of PJSC ALROSA;
- Regulation on the Occupational Health and Safety Management System of PJSC ALROSA;
- Sustainable Development and Corporate Social Responsibility Policy of PJSC ALROSA (as amended);¹³²
- Human Rights Policy of PJSC ALROSA;¹³³
- Compliance Policy of PJSC ALROSA;¹³⁴
- Regulation on the Compliance Hotline of PJSC ALROSA.¹³⁵

¹²⁷ Approved by decision of the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 48 of 21 May 2024

¹²⁸ Approved by decision of the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 48 of 21 May 2024

¹²⁹ The revised document was approved by decision of the Supervisory Board of PJSC ALROSA of 21.02.2025 (Minutes No. 01/423-PR-NS of 24.02.2025)

¹³⁰ Approved by decision of the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 48 of 21 May 2024

¹³¹ Approved by the Supervisory Board of PJSC ALROSA on 25 March 2021, Minutes No. 01/330-PR-NS dated 26 March 2021

¹³² Approved by the Supervisory Board of PJSC ALROSA on 15 February 2022, Minutes No. 01/351-PR-NS dated 16 February 2022

¹³³ Approved by the Executive Committee of PJSC ALROSA on 22 February 2022, Minutes No. 01/340-PR-P

¹³⁴ Approved by the Supervisory Board of PJSC ALROSA on 28 June 2022, Minutes No. 01/362-PR-NS dated 29 June 2022

¹³⁵ Approved by the CEO – Chairman of the Executive Committee of PJSC ALROSA on 23 November 2022, Minutes No. 01/364-P

Appendix 4. Report of the independent auditor on implementation of the Long-Term Development Program

Available only in Russian, see – [Annual Report 2024 \(in Russian\)](#).

Appendix 5. Annual financial statements of PJSC ALROSA for 2024

Available only in Russian, see – [Annual Report 2024 \(in Russian\)](#).

Appendix 6. Information on divestment of non-core assets

Date of approval by the Supervisory Board of PJSC ALROSA of the current Program to Divest Non-Core Assets of the Company and the Register of Non-Core Assets, Minutes No.

During 2024, three versions of the Program to Divest Non-Core Assets (hereinafter the "Program") approved by the Supervisory Board were in effect consecutively:

- from 01.01.2024 to 16.05.2024
 - the version of the Program approved by the Supervisory Board in October 2023;¹³⁶
 - the register of non-core assets approved by the Supervisory Board as part of the Program in December 2023;¹³⁷
- from 16.05.2024 to 23.12.2024
 - the version of the Program approved by the Supervisory Board in October 2023;¹³⁸
 - the register of non-core assets approved by the Supervisory Board as part of the Program in May 2024;¹³⁹
- from 23.12.2024 onward
 - the version of the Program approved by the Supervisory Board in December 2024;¹⁴⁰
 - the register of non-core assets approved by the Supervisory Board as part of the Program in December 2024.¹⁴¹

Program description

The main principles of the Program were approved by the Supervisory Board in 2013 in accordance with Decree of the President of the Russian Federation No. 596 dated 7 May 2012 "On the Long-Term State Policy." The Program was subsequently amended and supplemented in accordance with Order No. Pr-348 of the President of the Russian Federation dated 22 February 2016, Resolution No. 894-r of the Government of the Russian Federation dated 10 May 2017 "On approving the methodological recommendations on identification and divestment of non-core assets", letter No. 11/29083 of the Federal Agency for State Property Management (Rosimushchestvo) dated 14 July 2016, and the Articles of Association of PJSC ALROSA.

In 2019 the Program was significantly revised: the wording of provisions was clarified and new provisions were introduced, in particular, by analogy with those of the largest companies with state participation, the value criterion was established for including assets in the Register of Non-Core Assets (a cadastral value of more than RUB 20 mln for real estate assets), the asset perimeter was limited to the production sphere, and assets that can only be divested through liquidation were excluded.

In 2023, due to changes in the Methodological Recommendations on Identification and Divestment of Non-Core Assets (approved by Resolution of the Government of the Russian Federation No. 985-r dated 19 April 2023)¹⁴², the Supervisory Board approved a new version of the Program that included the removal from the Register of the items to be kept by the Company (due to their reclassification).

The main stages of management of non-core assets include:

- identification of the Company's non-core assets subject to divestment according to the rules of the Program;
- creation of and updates to the Register;
- approval of the Action Plan to Divest Non-Core Assets;
- implementation of measures to divest non-core assets;
- quarterly publication of information on the divestment of non-core assets on the Interagency State Property Management Portal;
- quarterly submission of a progress report on the Program implementation to the Supervisory Board of the Company.

¹³⁶ Minutes No. 01/391-PR-NS dated 31.10.2023

¹³⁷ Minutes No. 01/396-PR-NS dated 29.12.2023

¹³⁸ Minutes No. 01/391-PR-NS dated 31.10.2023

¹³⁹ Minutes No. 01/405-PR-NS dated 16.05.2024. One (1) property has been added to the Register

¹⁴⁰ Minutes No. 01/419-PR-NS dated 23.12.2024

¹⁴¹ Minutes No. 01/419-PR-NS dated 23.12.2024

¹⁴² On Amending Resolution No. 894-r of the Government of the Russian Federation dated 10 May 2017

Non-core assets are included in the Register taking into account the economic rationale for disposal or retention of a non-core asset. In accordance with a separate decision of the Company's Supervisory Board, a non-core asset may be disposed of at a price below its carrying amount. The decision of the Supervisory Board to sell a non-core asset at a price below its carrying amount should contain a business case.

Areas of focus of the Program

The key area of the Company's business is to focus on its core diamond business and divest all non-core assets taking into account the economic feasibility.

Non-core assets are divested in accordance with the principles, procedure and methods of sale set forth in the Program and is aimed at achieving the following:

- optimization of the structure of owned assets;
- improved efficiency of asset use;
- improved capitalization.

The main principles facilitating the achievement of the expected outcomes of divestment of non-core assets are observed with due account of the following provisions:

- an asset may be divested at a price below its book value if the estimated value of the asset is lower than its book value (if the divestment is economically feasible);
- a non-core asset may be retained if the expenses to divest the asset or write it off are higher than the potential income from its divestment.

Actual data on the divestment of non-core assets

At the beginning of 2024, the Register included three financial investments in the authorised capitals of business entities.

Pursuant to the Program to Divest Non-Core Assets, PJSC ALROSA ceased participation in the authorised capital of two business entities in 2024:

- A 100% share in one business entity was sold through an open auction on the electronic trading platform for RUB 677 mln. According to the share purchase contract the share in the authorized capital of the business entity was transferred to the buyer in Q1 2024;
- A 47.37% stake in other business entity was sold in the manner and on the terms and conditions contained in Directives of the Government of the Russian Federation. Pursuant to the share purchase agreement RUB 1,010 mln in cash was received on the Company's account in Q1 2024. Ownership of the asset passed to the buyer in Q2 2024.

Reasons for differences (if any) between the actual realizable value of divested non-core assets and their book value

There was no negative difference in 2024.

Total values (book value, cost of sales and number of non-core assets divested during the reporting period)

Proceeds from the sale of financial investments in the capital of two business entities with a book value of RUB 820.4 mln¹⁴³ amounted to RUB 1,687 mln.

¹⁴³ The book value in accounting is calculated as the difference between the historical cost of financial investments and the provision for impairment of such investments

Appendix 7. Information on the fulfillment of orders of the President and Government of the Russian Federation

During 2024, the Supervisory Board of PJSC ALROSA made decisions pursuant to the directives of the Government of the Russian Federation received by the Company, in particular:

The exit of PJSC ALROSA from a joint stock company

Pursuant to Directives No. DG-P13-5371 of 22 February 2024, the Supervisory Board (Minutes No. 01/398-PR-NS) decided on 11 March 2024 to approve the exit of PJSC ALROSA from the associated organization..

The exit of PJSC ALROSA from ALROSA BELGIUM NV through liquidation (bankruptcy proceedings)

Pursuant to Directives No. DG-P13-15484 of 25 May 2024, the Supervisory Board (Minutes No. 01/407-PR-NS) decided on 13 June 2024 to approve the exit of PJSC ALROSA from ALROSA BELGIUM NV through liquidation (bankruptcy proceedings).

On 8 August 2024, the Commercial Court of Antwerp ordered the Company to enter bankruptcy and appointed a liquidator who is currently handling all procedural matters.

Approval of the agenda of the annual General Meeting of Shareholders of PJSC ALROSA

To implement Directives No. DG-P13-9156 dated 28 March 2024, the Supervisory Board approved the agenda of the annual General Meeting of Shareholders of PJSC ALROSA and recommended the amount of dividends for 2023 on 12 April 2024 (Minutes No. 01/402-PR-NS).

The agenda items of the annual General Meeting of Shareholders of PJSC ALROSA

PJSC ALROSA's annual General Meeting of Shareholders was held on 20 May 2024 (Minutes No. 48 dated 21 May 2024) pursuant to Directives No. DG-P13-14476 dated 17 May 2024.

All resolutions were adopted, new members were elected to the Supervisory Board and the Revision Commission of PJSC ALROSA, dividends were paid (declared) for 2023.

Election of the Chairman of the Supervisory Board of PJSC ALROSA

To implement Directives No. DG-P13-16685 dated 4 June 2024, the Supervisory Board made a decision to elect Anton Siluanov as the Chairman of the Supervisory Board of PJSC ALROSA on 13 June 2024 (Minutes No. 01/407-PR-NS).

Establishing a stance of PJSC ALROSA on an agenda item for a meeting of the Board of Directors of a subsidiary of PJSC ALROSA

Pursuant to Directives No. DG-P13-17744 of 13 June 2024, the Supervisory Board decided on 20 June 2024 (Minutes No. 01/408-PR-NS) to establish a stance of PJSC ALROSA on the agenda item of a meeting of the Board of Directors of a subsidiary of PJSC ALROSA that approves the subsidiary's participation in other company by acquiring a 100% share in the authorized capital at a price not exceeding the market value defined according to an independent appraiser's report.

Provision of financial statements, issuer reports and other information to the Ministry of Finance of Russia, Rosimushchestvo and the Federal Tax Service of Russia

The Supervisory Board took the following decisions on 19 July 2024 (Minutes No. 01/410-PR-NS) in pursuance of Directives No. DG-P13-21498 of 8 July 2024:

- to provide the Ministry of Finance of Russia and Rosimushchestvo with interim and annual financial statements, an audit report on the annual financial statements of PJSC ALROSA and issuer reports for 6 and 12 months;
- to provide the Ministry of Finance of Russia with information on certain indicators on the basis of which the consolidated financial statements of PJSC ALROSA are prepared;
- to submit to the Federal Tax Service of Russia interim financial statements of PJSC ALROSA for the first quarter, six months and 9 months of a reporting year.

Removal from office of a member of the Executive Committee of PJSC ALROSA and election of a member of the Executive Committee of PJSC ALROSA

Pursuant to Directives No. DG-P13-22959 of 18 July 2024, the Supervisory Board (Minutes No. 01/411-PR-NS) adopted all decisions, terminated powers of the member of [access to information is

restricted] the Executive Committee (*Full name*)¹⁴⁴, elected other member of the Executive Committee (*Full name*), and approved the material terms of the relevant employment contract on 31 July 2024.

Approval of the agenda of the extraordinary General Meeting of Shareholders of PJSC ALROSA and recommendations on the payment of dividends

Pursuant to Directives No. DG-P13-26465 of 15 August 2024, the Supervisory Board approved the agenda of the extraordinary General Meeting of Shareholders of PJSC ALROSA and recommended the amount of dividends for the first half of 2024 on 26 August 2024 (Minutes No. 01/413-PR-NS).

The agenda items of the extraordinary General Meeting of Shareholders of PJSC ALROSA

Pursuant to Directives No. DG-P13-29924 of 10 September 2024, the extraordinary General Meeting of Shareholders of PJSC ALROSA was held on 30 September 2024, Minutes No. 49 of 1 October 2024.

All resolutions were adopted, dividends for H1 2024 were paid (declared).

Participation of PJSC ALROSA in other entities

Pursuant to Directives No. DG-P13-43775 of 16 December 2024, the Supervisory Board approved the exit of PJSC ALROSA from the business entity on 17 December 2024 (Minutes No. 01/418-PR-NS).

¹⁴⁴ Hereinafter access to information about the full names of individual members of the Company's management and control bodies is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market"

Appendix 8. Information on major transactions and interested-party transactions

Information on major transactions

In accordance with Federal Law No. 208-FZ “On Joint Stock Companies” dated 26 December 1995 (as amended on 7 October 2022), the Company did not enter into any major transactions in 2024 related to the acquisition, disposal or possibility of disposal by the Company, directly or indirectly, of property (including a loan, pledge, surety, acquisition of such a number of shares or other issuable securities convertible into shares of a public company that would entail the Company’s obligation to make a mandatory offer in accordance with Chapter XI.1 of the Federal Law) the price or book value of which makes up 25 or more percent of the book value of the Company’s assets according to its financial statements as at the most recent reporting date (31 December 2024).

Information on interested-party transactions

APPROVED BY:

the Supervisory Board of PJSC ALROSA

on 6 March 2025, Minutes No. 01/424-PR-NS of 7 March 2025

The reliability of the data contained in the report was confirmed by the Revision Commission of PJSC ALROSA, Minutes No. 2 dated 29 January 2025.

Report on major transactions and interested-party transactions completed by PJSC ALROSA (the Company) in 2024

Counterparty	Transaction	Material terms of the transaction	Transaction price (net of VAT)	Parties recognized as the parties interested in the transaction at the time when it is authorized	Management body authorizing the transaction/Notice
[access to information is restricted] (Customer)	Contract for comprehensive ground servicing of aircraft	The Airport services for a fee for comprehensive ground maintenance of the Customer's aircraft at Mirny Airport of Mirny Air Enterprise of PJSC ALROSA; provision for a fee of fueling and take-off and landing services for the Customer's aircraft at the Nakyn site Term: from 01.01.2024 to 31.12.2024	RUB 753,031,763.67	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023

[access to information is restricted] (Counterparty, Buyer)	Supply contract	Sale of fuel and lubricants (TS-1 jet fuel). Supply term: from 01.01.2024 to 31.12.2024	RUB 1,059,256,200.00	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Lender)	Supplementary Agreement No. 4 to Loan Agreement No. 625 dated 28.12.2017	Increase in the debt limit under the Agreement from RUB 4,600,000,000.00 to RUB 6,000,000,000.00	The debt limit is increased by RUB 1,400,000,000.00, ¹⁴⁵ the maximum allowable debt limit is RUB 6,000,000,000.00 ¹	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Borrower)	Supplementary Agreement No. 3 to Loan Agreement No. 131 dated 30.03.2018	Increase in the debt limit under the Agreement from RUB 4,600,000,000.00 to RUB 6,000,000,000.00	The debt limit is increased by RUB 1,400,000,000.00, ¹⁴⁶ the maximum allowable debt limit is RUB 6,000,000,000.00 ²	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023

¹⁴⁵ Not subject to VAT, the amount is given net of interest for the loan period

¹⁴⁶ Not subject to VAT, the amount is given net of interest for the loan period

<p>[access to information is restricted] (Contractor)</p>	<p>Aviation Services Contract as amended by Supplementary Agreements No. 1 and No. 2</p>	<p>Provision of aviation services by Mi-8T, Mi-8MTV, Mi-171, Mi-26T helicopters and An-38 aircraft. The flights shall be performed by the Contractor on request Term: from 01.01.2024 to 31.12.2024</p>	<p>The total amount of the Contract, including Supplementary Agreements No. 1 and No. 2, is RUB 1,053,425,099.20</p>	<p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p>	<p>Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023</p>
<p>[access to information is restricted] (Contractor)</p>	<p>Supplementary Agreements to Contract No. 1990012610 for road transport services dated 02.02.2022</p>	<p>Increase in the scope of work and the amount of Contract No. 1990012610 for road transport services dated 02.02.2022</p>	<p>The total amount of the Contract, including Supplementary Agreements, is RUB 23,307,857,345.13</p>	<p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of approval of the transaction and conclusion of Supplementary Agreements No. 11 of 26.01.2024, No. 12 of 20.02.2024)</p> <p>According to the information available to PJSC ALROSA, as at the transaction date, the participation interest of interested party [access to information is restricted][access to information is restricted] in the authorized capital of PJSC ALROSA was 0.000001% and in that of</p>	<p>Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023</p>

				the legal entity acting as a party to the transaction – 0%; the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and the legal entity acting as a party to the transaction was 0%	
[access to information is restricted] (Counterparty)	Fuel and lubricant supply contract as amended by Supplementary Agreement No. 1	Sale of fuel and lubricants (diesel fuel, unleaded gasoline). Supply term: from 01.01.2024 to 31.12.2024	The total amount of the Contract, including Supplementary Agreement No. 1, is RUB 791,620,667.96	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of approval of the transaction and conclusion of Supply Contract No. 6101070253 of 19.01.2024)	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Counterparty / Contractor)	Paid services contract	Maintenance and repair of [access to information is restricted] road trains; the Company undertakes to accept and pay for the services. Term: from 01.01.2024 to 31.12.2024	RUB 590,497,628.00	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of the notice and performance of the transaction)	Notice No. DO02-SP/50 of 20.02.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.

<p>[access to information is restricted] (Counterparty / Contractor)</p>	<p>Supplementary agreement No. 1 to paid services contract No. 3201043634 dated 14.03.2024</p>	<p>Change (increase) in the price of Contract No. 3201043634 dated 14.03.2024 for the Counterparty's maintenance and repair services for VOLVO road trains</p>	<p>The total amount of the Contract, including Supplementary Agreement No. 1, shall not exceed RUB 841,366,815.97</p>	<p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of the notice and performance of the transaction)</p>	<p>Notice No. DO02-SP/181 of 03.07.2024</p> <p>No requirement to obtain consent (approval) for the performance of the transaction was received.</p>
<p>[access to information is restricted] (Contractor)</p>	<p>Work (paid services) contract</p>	<p>Production of polished diamonds from natural rough diamonds in accordance with the terms of reference for each rough diamond batch. Term of the contract – 12 months of 2024</p>	<p>RUB 2,735,000,000.00</p>	<p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p>	<p>Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023</p>
<p>[access to information is restricted] (Customer)</p>	<p>Supplementary agreements to Construction Contract No. 1990005777 of 03.06.2021</p>	<p>Clarification of the scope and types of work based on the developed working documentation for the facility: [access to information is restricted], with a change in the Contract price</p>	<p>The total amount of the Contract, including Supplementary Agreements, is RUB 786,875,868.67</p>	<p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty</p>	<p>Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023</p>

[access to information is restricted] (Borrower)	Supplementary Agreement No. 3 to Loan Agreement No. 1101018302 dated 01.03.2021	Increase in the amount of the Loan Agreement. Loan period: until 28 December 2026	The debt limit is increased by RUB 3,716,830,000.00, ³ the maximum allowable debt limit is RUB 15,147,690,000.00 ¹⁴⁷	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Borrower)	Supplementary Agreement No. 4 to Loan Agreement No. 1101018302 dated 01.03.2021	Change in the interest rate under the Loan Agreement from the key rate of the Bank of Russia to 0.5% per annum	The maximum allowable debt limit remained unchanged at RUB 15,147,690,000.00 ¹⁴⁸	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	Notice No. DO01-AU-RP-5/10 of 04.07.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Borrower)	Supplementary Agreement No. 4 to Loan Agreement No. 207 dated 25.06.2019	Increase in the amount of the Loan Agreement (from RUB 700 mln to RUB 800 mln)	The debt limit is increased by RUB 100,000,000.00; ¹⁴⁹ the maximum allowable debt limit is RUB 800,000,000.00 ⁵	[access to information is restricted], member of the Executive Committee of the Company and	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023,

¹⁴⁷ Not subject to VAT, the amount is given net of interest for the loan period

¹⁴⁸ Not subject to VAT, the amount is given net of interest for the loan period

¹⁴⁹ Not subject to VAT, the amount is given net of interest for the loan period

				member of the Board of Directors of the counterparty	Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Lender)	Supplementary Agreement No. 4 to Loan Agreement No. 206 dated 25.06.2019	Increase in the amount of the Loan Agreement (from RUB 700 mln to RUB 800 mln)	The debt limit is increased by RUB 100,000,000.00; ¹⁵⁰ the maximum allowable debt limit is RUB 800,000,000.00 ⁶	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Counterparty / Supplier)	Supply contract	Supply of [access to information is restricted]. Supply term: as scheduled during 2024 Number: 22 [access to information is restricted]	RUB 529,988,950.00	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Counterparty / Contractor)	Drilling contract	Performance of drilling, hydrogeological and related work. Term: from 01.01.2024 to 31.12.2024	RUB 2,060,970,799.46	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of approval and performance of the transaction)	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Buyer)	Supply contract as amended by Supplementary Agreement No. 1	Sale of fuels and lubricants (light oil products, oils, lubricants) Supply term: from 01.01.2024 to 31.12.2024	The total amount of the Contract, including Supplementary Agreement No. 1, is RUB 500,569,540.71	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023

¹⁵⁰ Not subject to VAT, the amount is given net of interest for the loan period

				Directors of the counterparty (at the time of approval of the transaction and conclusion of Supply Contract No. 6101070252 of 01.01.2024)	
[access to information is restricted] (Counterparty / Contractor)	Work contract	The Counterparty shall perform drilling and blasting work for the Mirny MPD facilities of the Mirny and Nyurba MPD in 2024, and the Company shall accept and pay for it. The Contractor shall perform drilling and blasting work between 01.01.2024 and 31.12.2024	RUB 448,134,000.00	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of the notice and performance of the transaction)	Notice No. KP02-SP/69 dated 15.12.2023 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Carrier)	Contract for the transportation of light oil products during the navigation period 2024	The Carrier shall accept oil products onto the tanker, transport and issue them within the established period for a fee (carriage fee). The total weight of oil products expected for transportation along the Ust-Kut-Lensk route is 124,708 tons. Term: from 01.05.2024 to 31.10.2024	RUB 442,572,108.80	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of approval and performance of the transaction)	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Carrier)	Contract on the organization of transportation of production and technical cargo during the navigation period 2024	The Cargo Owner shall provide the cargoes and pay for the services of the Carrier in accordance with the terms of the contract, and the Carrier shall accept and transport the cargoes of 188,711 tons	RUB 589,825,252.46	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of	Notice No. SZ02-SP/130 of 22.03.2024 No requirement to obtain consent (approval) for the

		by ships in inland waterway traffic with the opening of the navigation period		Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of the notice and performance of the transaction)	performance of the transaction was received.
[access to information is restricted] (Buyer)	Supply contracts	Sales of polished diamonds from natural diamonds	The maximum amount is RUB 566,904,211.88	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Lender)	Supplementary Agreement No. 6 to Loan Agreement No. 432 dated 05.11.2019	Increase in the amount of the debt limit under Loan Agreement No. 432 of 05.11.2019	The debt limit is increased by RUB 439,000,000.00, ¹⁵¹ the maximum allowable debt limit is RUB 1,789,500,000.00 ⁷	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Notice No. DO01-AU-RP-5/1 of 16.01.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Borrower)	Supplementary Agreement No. 5 to Loan Agreement No. 431 dated 05.11.2019	Increase in the amount of the debt limit under Loan Agreement No. 431 of 05.11.2019	The debt limit is increased by RUB 439,000,000.00; ¹⁵² the maximum allowable debt	[access to information is restricted], member of the Executive Committee of the Company and	Notice No. DO01-AU-RP-5/1 of 16.01.2024

¹⁵¹ Not subject to VAT, the amount is given net of interest for the loan period

¹⁵² Not subject to VAT, the amount is given net of interest for the loan period

			limit RUB 1,789,500,000.00 ⁸ is	member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Lender)	Supplementary Agreement No. 7 to Loan Agreement No. 432 dated 05.11.2019	Increase in the amount of the debt limit under Loan Agreement No. 432 of 05.11.2019	The debt limit is increased by RUB 1,216,000,000.00; ¹⁵³ the maximum allowable debt limit is RUB 3,005,500,000.00 ⁹	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Notice No. DO01-AU-RP-5/8 of 03.07.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Borrower)	Supplementary Agreement No. 6 to Loan Agreement No. 431 dated 05.11.2019	Increase in the amount of the debt limit under Loan Agreement No. 432 of 05.11.2019	The debt limit is increased by RUB 1,216,000,000.00; ¹⁵⁴ the maximum allowable debt limit is RUB 3,005,500,000.00 ¹⁰	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Notice No. DO01-AU-RP-5/8 of 03.07.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Company)	Supply contract as amended by Supplementary Agreement No. 1	Sale of fuels and lubricants (oil)	The total amount of the Contract, including Supplementary Agreement No. 1, is RUB 865,923,676.84	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023

¹⁵³ Not subject to VAT, the amount is given net of interest for the loan period

¹⁵⁴ Not subject to VAT, the amount is given net of interest for the loan period

				Directors of the counterparty	
[access to information is restricted] (Borrower)	Loan agreement	The Lender shall issue a special-purpose loan of RUB 628,201,000.00 to the Borrower, and the Borrower shall repay this amount. The loan shall be provided for a term to 01.07.2028	The maximum allowable debt limit is RUB 628,201,000.00 ¹⁵⁵	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Notice No. DO01-AU-RP-5/5 of 30.05.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Contractor)	Contract on the provision of information technology services and related services as amended by Supplementary Agreements	Provision of information technology services and related services	The total amount of the Contract, including Supplementary Agreements, is RUB 12,695,835,400.00	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA was 0.0000148% and in that of the legal entity acting	Supervisory Board, Minutes of 29.12.2023 No. 01/396-PR-NS, Notice of 07.12.2023 No. KP01-PM/13

¹⁵⁵ Not subject to VAT, the amount is given net of interest for the loan period

				as a party to the transaction – 0%; the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and the legal entity acting as a party to the transaction was 0%; the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%.	
[access to information is restricted] (Guaranteed Supply Company)	Supplementary Agreement No. 4 to Power Supply Agreement No. 7 dated 10.01.2019	Increase of RUB 28,000,000 (incl. VAT 20%) in the price of Power Supply Agreement No. 7 of 10.01.2019 for the sale of electricity (capacity)	The amount of the Agreement is increased by RUB 23,333,333.33. The total amount of the Agreement, including Supplementary Agreement No. 4, is RUB 2,931,540,833.33	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Notice No. KP02-SP/70 of 21.12.2023 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Guaranteed Supply Company)	Supplementary Agreement No. 5 to Power Supply Agreement No. 7 dated 10.01.2019	Change in the amount of electricity supplied and the list of supply points	The total price of the Agreement, taking into account Supplementary Agreement No. 5, is RUB 5,167,000,000, which is determined based on the planned electricity consumption for 2024	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Contractor)	Supplementary Agreements to Service Contract No. 615 of 01.10.2018	Financial and tax accounting, HR administration, financial controlling, statistical reporting and recruitment services. Term: from 01.01.2024 to 31.12.2024	The total amount of the Contract, including the Supplementary Agreements, is RUB 6,150,412,455.39	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Contractor)	Supplementary Agreement No. 20 to Service Contract No. 615 of 01.10.2018	Increase in the Contract price (due to changes in the cost of services in the Functional Areas "Accounting and Reporting," "Personnel," "Treasury," "Controlling," "Recruitment Services," "Document Flow" provided by the	The total amount of the Contract, including Supplementary Agreement No. 20, is RUB 6,180,426,958.82	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of	Notice No. SZ01-AU-RP-5/27 of 08.11.2024 No requirement to obtain consent (approval) for the

		Contractor under the Contract during the period from 01.01.2024 to 31.12.2024)		Directors of the counterparty	performance of the transaction was received.
[access to information is restricted] (Organization)	Founder's contribution agreement	In accordance with the Agreement between the [access to information is restricted] and PJSC ALROSA on the Procedure for and Terms of Financing [access to information is restricted] dated 04.09.2023 (for 2024–2028), PJSC ALROSA shall transfer to [access to information is restricted] the founder's cash contribution for the performance of [access to information is restricted] authorized activities	RUB 700,000,000.00 ¹⁵⁶	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted] (Fund)	Agreement on special-purpose financing	In accordance with the Agreement on the Social and Economic Development [access to information is restricted] for 2021–2025 dated 20.05.2021, PJSC ALROSA shall transfer to the Fund special-purpose financing for the activities under the [access to information is restricted] Special-Purpose Program	RUB 936,800,000.00 ¹⁵⁷	[access to information is restricted], member of the Supervisory Board of the Company and Chairman of the Supreme Council of the counterparty	Notice No. 02-AD/6 of 18.01.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Fund)	Supplementary Agreement No. 1 to Agreement on special-purpose financing No. 37730 of 15.02.2024	Amendment of the subject matter of the Agreement to clarify the name of the Special-Purpose Program and add a new area of special-purpose financing	The price of Agreement on special-purpose financing No. 37730 of 15.02.2024 did not change with conclusion of Supplementary Agreement No. 1 and equals RUB 936,800,000.00 ¹⁵⁸	[access to information is restricted], member of the Supervisory Board of the Company and Chairman of the Supreme Council of the counterparty	Notice No. 02-AD/360 of 17.10.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Fund)	Supplementary Agreement No. 2 to Agreement on special-purpose financing No. 37730 of 15.02.2024	In connection with the change in the [access to information is restricted] Special-Purpose Program of [access to information is restricted] for 2021-2025 and for the planning period up to 2027 to reallocate the amount of construction financing from [access to information is restricted] (- RUB 531.6 mln) to the construction of two sports facilities in [access to information is restricted] (+ RUB 497.7 mln), design of the facility [access to information is restricted] (+ RUB 13.9 mln),	The price of Agreement on special-purpose financing No. 37730 of 15.02.2024 did not change with conclusion of Supplementary Agreement No. 2 and equals RUB 936,800,000.00 ¹⁵⁹	[access to information is restricted], member of the Supervisory Board of the Company and Chairman of the Supreme Council of the counterparty	Notice No. 02-SP/414 of 28.11.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.

¹⁵⁶ Not subject to VAT

¹⁵⁷ Not subject to VAT

¹⁵⁸ Not subject to VAT

¹⁵⁹ Not subject to VAT

		sports, culture and education events (+ RUB 20.0 mln), amendments to the Activity Financing Plans (appendices 1 and 2 to the Agreement) are required			
[access to information is restricted] (Bank) [access to information is restricted] (Beneficiary / Debtor)	Supplementary agreement to Suretyship Contract No. 2901-18 of 04.10.2018	Increase in the amount of the Guarantor's obligations to reimburse payments made by the Bank under guarantees to RUB 1 bln and obligations to reimburse other payments in accordance with Suretyship Agreement No. 2901/18 of 04.10.2018, including fees and penalties	The amount of the guarantor's obligation to repay the principal – the limit for issuing bank guarantees of RUB 1,000,000,000	[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary	Notice No. DO01-AU-RP-5/4 of 27.03.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Borrower)	Loan agreement	The Lender shall issue a special-purpose loan of no more than RUB 6,109,315,231.00 to the Borrower, and the Borrower shall repay this amount. The loan is provided for a term to 26.12.2029	The amount of the special-purpose loan shall not exceed RUB 6,109,315,231 ¹⁶⁰	Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the counterparty (at the time of sending the notice)	Notice No. DO01-AU-RP-5/7 of 14.06.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Guarantor) The Beneficiary is the beneficiary under a bank guarantee	Supplementary Agreement to Master Bank Guarantee Agreement No. GSG18/MSHD/8452 of 27.03.2018	Amendment of the effective term of Master Bank Guarantee Agreement No. GSG18/MSHD/8452 of 27.03.2018	Guarantee limit – RUB 15,000,000,000	[access to information is restricted], member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023

¹⁶⁰ Not subject to VAT, the amount is given net of interest for the loan period

				According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	
[access to information is restricted] (Bank) [access to information is restricted] (Beneficiary / Debtor)	Supplementary Agreement to Suretyship Agreement No. DP1-GSG18/YABR/0481 of 26.06.2018	Amendment of the effective term of Suretyship Agreement No. DP1-GSG18/YABR/0481 of 26.06.2018	The amount of the guarantor's obligation to repay the principal – the limit for issuing bank guarantees of RUB 5,000,000,000	<p>[access to information is restricted], member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty</p> <p>Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the beneficiary</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary (at the time of approval and performance of the transaction)</p>	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023

[access to information is restricted] (Buyer)	Supplementary Agreement No. 2 to Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26.12.2022	Extension of the effective term of Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26.12.2022	The price of Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26.12.2022 remained unchanged with conclusion of Supplementary Agreement No. 2. The Contract price may not exceed the ruble equivalent of \$100,000,000.00. ¹⁶¹	[access to information is restricted], member of the Supervisory Board of the Company and member of the Supervisory Board of the Counterparty	Notice No. 01-DA/3316 of 27.12.2023 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Buyer)	Supplementary Agreement No. 3 to Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26.12.2022	Change in the conditions for pricing the contracts on the sale of polished diamonds concluded in accordance with the Contract [access to information is restricted]	The price of Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26.12.2022 remained unchanged with conclusion of Supplementary Agreement No. 3. The Contract price may not exceed the ruble equivalent of \$100,000,000.00 ¹⁶²	[access to information is restricted], member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty	Notice No. 01-DA/2640 of 23.07.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Bank) [access to information is restricted] (Beneficiary / Debtor)	Supplementary Agreement No. 4 to Suretyship Agreement No. DP1-GSG18/YABR/0474 dated 13.06.2018	Increase in the amount of the Guarantor's obligations to reimburse payments made by the Bank under guarantees to RUB 1.5 bln and obligations to reimburse other payments in accordance with Suretyship Agreement No. 2901/18 of 04.10.2018, including fees and penalties	The amount of the guarantor's obligation to repay the principal – the limit for issuing bank guarantees of RUB 1,500,000,000	[access to information is restricted], member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary	Notice No. DO01-AU-RP-5/2 of 06.03.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Bank)	Master Agreement on the General Terms and Conditions	The Master Agreement establishes the general terms and conditions for the conclusion and execution by the Parties of	The maximum price of all precious metals supplied under the Master	[access to information is restricted], member of the Supervisory Board of the	Notice No. DO01-DA/11 of 12.09.2024

¹⁶¹ The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

¹⁶² The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

	for the Sale and Purchase of Precious Metals	transactions for the purchase and sale of precious metals on the terms of their physical delivery or delivery to bank accounts in precious metals	Agreement, including costs, compensations and other expenses incurred by the Company in connection with the performance of its obligations under the Agreement, is RUB 2,070,000,000.00 ¹⁶³	Company and member of the Supervisory Board of the counterparty	No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Bank) [access to information is restricted] (Beneficiary / Debtor)	Suretyship Agreement	The Surety shall be liable to the Bank jointly and severally with the Debtor for the performance by the Debtor: [access to information is restricted], of all obligations under Master Bank Guarantee Agreement dated 27.06.2024 No. DP01-550H00RY7 concluded between the Bank and the Debtor, including those related to bank guarantees issued by the Bank under Master Bank Guarantee Agreement dated 27.06.2024 No. DP01-550H00RY7	The amount of the surety's obligation to repay the principal – the limit for issuing bank guarantees of RUB 4,250,000,000	[access to information is restricted], Chairman of the Supervisory Board of the Company and Chairman of the Supervisory Board of the counterparty Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the beneficiary Pavel Marinychev [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary [access to information is restricted] member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary (at the time of approval and performance of the transaction)	Supervisory Board, Minutes No. 01/396-PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023
[access to information is restricted]	Suretyship Agreement	The Surety shall be liable to the Bank jointly and severally with the Debtor for the	The amount of the surety's obligation to repay the	[access to information is restricted], Chairman of	Supervisory Board, Minutes No. 01/396-

¹⁶³ The VAT rate is 0% based on subclause 6.7 of clause 1 of Article 164 of the Tax Code of the Russian Federation

<p>[access to information is restricted] (Beneficiary / Debtor)</p>		<p>performance by the Debtor: [access to information is restricted], of all obligations under Master Bank Guarantee Agreement dated 12.03.2024 No. 000H00TNH concluded between the Bank and the Debtor, including those related to bank guarantees issued by the Bank under Master Bank Guarantee Agreement dated 12.03.2024 No. 000H00TNH</p>	<p>principal – the limit for issuing bank guarantees of RUB 4,250,000,000</p>	<p>the Supervisory Board of the Company and Chairman of the Supervisory Board of the counterparty</p> <p>Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the beneficiary</p> <p>[access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary</p> <p>[access to information is restricted] member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary (at the time of approval and performance of the transaction)</p>	<p>PR-NS of 29.12.2023, Notice No. KP01-PM/13 of 07.12.2023</p>
<p>[access to information is restricted] (Buyer)</p>	<p>Supplementary Agreement No. 1 to Master Agreement on the General Terms and Conditions of the Purchase and Sale of Polished Natural Diamonds No. 1 of 10.08.2023</p>	<p>Increase in the limit stipulated by clauses 3.2. and 3.6 of Master Agreement on the General Terms and Conditions of the Purchase and Sale of Polished Natural Diamonds No. 1 of 10.08.2023</p>	<p>The price of Master Agreement on the General Terms and Conditions of the Purchase and Sale of Polished Natural Diamonds No. 1 of 10.08.2023 remained unchanged with conclusion of Supplementary Agreement No. 1. The maximum amount of contracts concluded under</p>	<p>[access to information is restricted], Chairman of the Supervisory Board of the Company and Chairman of the Supervisory Board of the counterparty</p>	<p>Notice No. 01-DA/722 of 26.02.2024</p> <p>No requirement to obtain consent (approval) for the performance of the transaction was received.</p>

			the Master Agreement is RUB 2,000,000,000.00 ¹⁶⁴		
[access to information is restricted] (Buyer)	Supplementary Agreement No. 2 to Master Agreement on the General Terms and Conditions of the Purchase and Sale of Polished Natural Diamonds No. 1 of 10.08.2023	Increase in the limit stipulated by clauses 3.2. and 3.6 of Master Agreement on the General Terms and Conditions of the Purchase and Sale of Polished Natural Diamonds No. 1 of 10.08.2023	The price of Master Agreement on the General Terms and Conditions of the Purchase and Sale of Polished Natural Diamonds No. 1 of 10.08.2023 remained unchanged with conclusion of Supplementary Agreement No. 2. The maximum amount of contracts concluded under the Master Agreement is RUB 2,000,000,000.00 ¹⁶⁵	[access to information is restricted], Chairman of the Supervisory Board of the Company and Chairman of the Supervisory Board of the counterparty	Notice No. 01-DA/3817 of 01.11.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Bank) [access to information is restricted] (Beneficiary / Debtor)	Supplementary Agreement No. 4 to Suretyship Agreement No. 18/0000/0021/414/p-1 of 20.05.2019	Increase in the amount of the Surety's obligations to reimburse payments made by the Bank under guarantees to RUB 1.5 bln and obligations to reimburse other payments in accordance with Suretyship Agreement No. 18/0000/0021/414/p-1 of 20.05.2019, including fees and penalties	The amount of the surety's obligation to repay the principal – the limit for issuing bank guarantees of RUB 1,500,000,000	[access to information is restricted], Chairman of the Supervisory Board of the Company and Chairman of the Supervisory Board of the counterparty [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary [access to information is restricted], member of the Executive Committee of the Company and member of the Board of Directors of the beneficiary	Notice No. DO01-AU-RP-5/3 of 15.03.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Lender or Bank)	Master Agreement on RUB- and/or CNY-Denominated Loans	The Agreement stipulates the general terms and procedure for making Loan Transactions, the settlement procedure for Loan Transactions, and the liability of the Parties for non-performance of their obligations under Loan Transactions made under the Agreement. The Lender shall provide the Borrower with Loans in RUB and/or CNY, provided that	Credit facility limit – RUB 25,000,000,000.00. To convert the debt amount in another currency into the debt limit currency, the exchange rate of the Bank of Russia shall be applied	[access to information is restricted], member of the Supervisory Board of the Company and Chairman of the Supervisory Board of the counterparty According to the information available to	Notice No. DO01-AU-RP-5/12 dated 30.09.2024 No requirement to obtain consent (approval) for the performance of the

¹⁶⁴ The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

¹⁶⁵ The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

		Loan Transactions are entered into by the Lender and the Borrower. The Borrower's applications (Offers) accepted by the Lender shall form an integral part of the Agreement		PJSC ALROSA, on the transaction date the participation interest of interested party [access to information is restricted] in the authorized capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	transaction was received.
[access to information is restricted] (Bank)	Supplementary Agreement No. 1 to Polished Diamonds Supply Contract No. 47311-05-23-13 of 17.05.2023	Extension of the effective term of discounts stipulated by clauses 3.1.2 and 3.1.3 of Polished Diamonds Supply Contract No. 47311-05-23-13 of 17.05.2023	The price of Polished Diamonds Supply Contract No. 47311-05-23-13 of 17.05.2023 remained unchanged with conclusion of Supplementary Agreement No. 1. The maximum amount of contracts concluded under the Contract is RUB 700,000,000.00 ¹⁶⁶	[access to information is restricted], member of the Supervisory Board of the Company and Chairman of the counterparty, member of the Supervisory Board of the counterparty	Notice No. 01-DA/3318 of 28.12.2023 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Bank)	Supply Contract	The Company shall conclude contracts with the Bank for the purchase and sale of polished natural diamonds (certified polished natural diamonds (hereinafter "polished diamonds")) subject to the terms of the Contract. The assortment, quantity, price and deadlines for the supply of diamonds shall be determined by a sale and purchase contract subject to the conditions specified in the Contract	The maximum price of all polished diamonds supplied under the Contract, including costs, compensations and other expenses incurred by the Company in connection with the performance of its obligations under the Contract, is RUB 1,323,000,000.00 ¹⁶⁷	[access to information is restricted], member of the Supervisory Board of the Company and Chairman of the counterparty, member of the Supervisory Board of the counterparty	Notice No. 01-DA/1719 of 16.05.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.
[access to information is restricted] (Lender) [access to information is restricted] (Beneficiary / Debtor)	Supplementary Agreement to Suretyship Agreement No. 091S6P001 of 12.05.2023	Due to the limit increase under the Loan Agreement and the change in the maximum interest rate thresholds, Suretyship Agreement No. 091S6P001 of 12.05.2023 was amended accordingly	The amount of the surety's obligation to repay the principal – the credit facility limit of RUB 3,000,000,000	Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the beneficiary [access to information is restricted], member of the	Notice No. DO01-AU-RP-5/15 of 19.11.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.

¹⁶⁶ The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

¹⁶⁷ The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

				Executive Committee of the Company and member of the Board of Directors of the beneficiary	
[access to information is restricted] (Bank / Buyer)	Master Agreement on the General Terms of Sale of Polished Diamonds No. 01/2022-DK of 12.12.2022 as amended by Supplementary Agreement No. 1 of 24.04.2024	The Master Agreement establishes the general terms for the conclusion and performance by the parties of contracts on the sale and purchase of polished diamonds. Under the terms of the contracts, the Company undertakes to transfer the ownership of polished diamonds to the Bank in accordance with the assortment, quantity and price specified in a Confirmation, and the Bank undertakes to accept the polished diamonds and pay a certain cash amount (price) for them. The Contract shall be concluded through the exchange by the parties of Confirmations containing material terms of the Contract and a reference to the Master Agreement	The maximum amount of contracts concluded under the Master Agreement is RUB 2,000,000,000.00 ¹⁶⁸	[access to information is restricted], member of the Supervisory Board of the Company and member of the Board of Directors of the counterparty [access to information is restricted], member of the Supervisory Board of the Company and member of the Board of Directors of the counterparty	Notice No. 01-DA/1560 of 27.04.2024 No requirement to obtain consent (approval) for the performance of the transaction was received.

¹⁶⁸ The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

Appendix 9. Report on compliance by PJSC ALROSA with the principles and recommendations of the Corporate Governance Code in 2024

This Report on compliance with the principles and recommendations of the Corporate Governance Code was reviewed by the Supervisory Board of PJSC ALROSA on 6 March 2025 (Minutes No. 01/424-PR-NS of 07.03.2025).

The Supervisory Board certifies that this Report provides complete and reliable information on compliance by the Company with the principles and recommendations of the Corporate Governance Code for 2024.

No.	Corporate governance principle	Criteria for assessment of compliance with the corporate governance principle	Compliance status	Reasons for non-compliance
1	2	3	4	5
1.1	The company shall ensure equal and fair treatment of all shareholders in exercising their corporate governance rights.			
1.1.1	The company ensures the most favorable conditions for its shareholders to participate in the general meeting, develop an informed position on agenda items of the general meeting, coordinate their actions, and voice their opinions on items considered.	1. The company provides an accessible way to communicate with the public, such as a hotline, e-mail or online forum, thus enabling shareholders to express their opinions and ask agenda-related questions in preparing for the general meeting. The said means of communication were arranged by the company and provided to its shareholders in preparation for each general meeting held in the reporting period.	<input type="checkbox"/> Compliant	
1.1.2	The procedure for giving notice of, and providing relevant materials for, the general meeting enables shareholders to properly prepare for attending the general meeting.	1. During the reporting period, a notice on holding the general meeting of shareholders was posted (published) on the company's website not later than 30 days before the meeting date, unless a longer period is stipulated by law. 2. The notice of meeting lists the documents required for admission to the venue. 3. Shareholders are given access to the information on who has proposed the agenda items and the nominees to the company's board of directors and revision commission (if the company's charter provides for its formation).	<input type="checkbox"/> Compliant	
1.1.3	In preparing for, and holding of, the general meeting, shareholders were able to receive information on the meeting and related materials, put questions to the company's executive bodies and the board of directors, and communicate with each other in an	1. During the reporting period, shareholders had an opportunity to address questions to members of the company's executive bodies and members of the company's board of directors in preparing for, and during, the	<input type="checkbox"/> Compliant	

	unobstructed and timely manner.	<p>annual general meeting of shareholders.</p> <p>2. The position of the board of directors (including dissenting opinions added to the minutes, if any) on each agenda item of the general meetings held in the reporting period was specified in the general meeting materials.</p> <p>3. When holding general meetings in the reporting period, the company invariably provided access to the list of persons entitled to participate in the general meeting, starting from the date of its receipt by the company, to all shareholders having the respective right.</p>		
1.1.4	Shareholders did not encounter unjustified difficulties in exercising their right to request that a general meeting be convened, to propose nominees to the company's governing bodies, and to make proposals for the agenda of the general meeting.	<p>1. The company's charter sets forth a deadline for shareholders to submit proposals for the agenda of the annual general meeting of shareholders; such deadline should be at least 60 days of the end of the relevant calendar year.</p> <p>2. In the reporting period, the company did not reject any proposals for the agenda or nominees to the company's governing bodies due to misprints or other insignificant flaws in the shareholder's proposal.</p>	<input type="checkbox"/> Compliant	
1.1.5	Each shareholder was able to freely exercise their voting right in the simplest and most convenient way.	1. The company's charter allows completing the electronic form of the ballot on the website specified in the notice of the general meeting of shareholders.	<input type="checkbox"/> Compliant	
1.1.6	The procedure for holding a general meeting set by the company provides equal opportunities for all persons attending the meeting to voice their opinions and ask questions.	<p>1. When holding the general meetings of shareholders in the form of a meeting (joint attendance of shareholders) in the reporting period, sufficient time was provided for reports on agenda items and for discussions of such items, and shareholders were able to express their opinions and ask agenda-related questions of interest to them.</p> <p>2. The company invited nominees to the company's governing and supervisory bodies and implemented all the necessary measures to cause their participation in the general meeting of shareholders, at which their nominations were put to a vote. The nominees for the management and</p>	<input type="checkbox"/> Compliant	<p>Pursuant to Federal Law No. 25-FZ dated 25 February 2022, the annual general meeting of shareholders was held in the form of absentee voting in the reporting period.</p> <p>At the same time, in preparation for a general meeting of shareholders, the Company ensures the operation of other available means of communication with shareholders, by telephone and e-mail, as well as the Shareholder's Personal Account where shareholders can ask questions about the agenda items of the general meeting of shareholders and outline their position.</p>

		<p>supervisory bodies of the company present at the general meeting of shareholders were available to answer shareholders' questions.</p> <p>3. The sole executive body, accounting officer, chairman or other members of the audit committee of the board of directors were available to answer questions asked by shareholders at the general meetings of shareholders held during the reporting period.</p> <p>4. In the reporting period, the company used telecommunications to provide remote access to its shareholders for their participation in general meetings or the board of directors made a reasoned decision that there was no need to use (no possibility of using) such telecommunications in the reporting period.</p>		<p>Shareholders are also provided in advance with an opportunity to get acquainted with detailed materials (in Russian and English) on each agenda item, including explanatory notes, information on the nominees for the management and supervisory bodies, and other documents and materials.</p>
1.2	Shareholders are given equal and fair opportunities to participate in the profits of the company through dividends.			
1.2.1	<p>The company has developed and put in place a transparent and clear mechanism for determining the dividend amount and paying dividends.</p>	<p>1. The company's regulations on the dividend policy were approved by the board of directors and posted on the company's website.</p> <p>2. If the dividend policy of a company preparing consolidated financial statements makes use of the metrics from the company's financial statements to calculate dividends, the relevant provisions of the dividend policy shall take account of the consolidated financial statements.</p> <p>3. The justification of the proposed distribution of net profits, including for payment of dividends and the company's own needs, and assessment of its compliance with the dividend policy adopted by the company, together with explanations and economic justification of the need to use a certain part of net profits for the company's own needs in the reporting period, were included in the materials for the general meeting of shareholders where the distribution of profits (including the payment (declaration) of dividends) was on the</p>	<p><input type="checkbox"/> Compliant</p>	

		agenda.		
1.2.2	The company does not decide on the payment of dividends if this decision, while formally not breaching the limits set by law, would be economically unfeasible or lead to a false perception of the company's performance.	1. The company's Regulation on the Dividend Policy, in addition to the restrictions established by law, specifies the financial and economic circumstances under which the company shall not make the decision to pay dividends.	<input type="checkbox"/> Compliant	
1.2.3	The company does not allow for dividend rights of its existing shareholders to be impaired.	1. In the reporting period, the company did not take any actions that would lead to the impairment of the dividend rights of its existing shareholders.	<input type="checkbox"/> Compliant	
1.2.4	The company makes every effort to prevent its shareholders profiting from the company through any means other than dividends and liquidation value.	1. In the reporting period, no other means were used by the persons controlling the company to receive profit (gain) at the expense of the company other than dividends (for example, through transfer pricing, unjustified provision of overpriced services by the controlling person to the company, internal loans to the controlling person and/or its controlled parties replacing dividends).	<input type="checkbox"/> Compliant	
1.3	The corporate governance system and practices ensure equal conditions for all shareholders owning the same type (class) of shares, including minority and non-resident shareholders, and their equal treatment by the company.			
1.3.1	The company has created conditions for fair treatment of each shareholder by the company's governing and control bodies, including conditions that rule out any abuse by major shareholders against minority shareholders.	1. In the reporting period, the persons controlling the company did not abuse their rights with respect to the company's shareholders, there were no conflicts between the company's controlling persons and the company's shareholders, while the board of directors paid due attention to the conflicts, if any.	<input type="checkbox"/> Compliant	
1.3.2	The company does not take any actions that lead or may lead to artificial redistribution of corporate control.	1. No quasi-treasury shares were issued or used to vote in the reporting period.	<input type="checkbox"/> Compliant	Generally, 152,329,800 quasi-treasury shares that account for 2.0683% of the authorized capital of the Company and are managed by a fund do not participate in voting on the agenda items of the General Meeting of Shareholders. However, pursuant to a separate decision of the Supervisory Board of the Company, the fund may vote the Company's shares. To form the Revision Commission of the Company, the Supervisory Board enabled the fund to vote the Company's shares on one item on the agenda of the annual General Meeting of Shareholders "Election

				of the Revision Commission members of PJSC ALROSA." According to the Company, this voting by the fund on the election of the Revision Commission members does not and cannot lead to artificial redistribution of corporate control and is aimed at forming control bodies by persons proposed by shareholders according to a proper procedure
1.4	Shareholders are provided with reliable and efficient means of recording their rights to shares and are able to freely dispose of their shares without any hindrance.			
1.4	Shareholders are provided with reliable and efficient means of recording their rights to shares and are able to freely dispose of their shares without any hindrance.	1. The technologies used by the company's registrar and the terms and conditions of its services meet the needs of the company and its shareholders, ensure the recording of rights to shares and the exercise of shareholders' rights in the most effective way.	<input type="checkbox"/> Compliant	
2.1	The board of directors carries out the strategic management of the company, determines the key principles of, and approaches to, setting up a corporate risk management and internal control system, oversees the activities of the company's executive bodies, and performs other key functions.			
2.1.1	The board of directors should be responsible for decisions to appoint and remove members of executive bodies, including as a result of their failure to properly perform their duties. The board of directors also ensures that the company's executive bodies act in accordance with the company's approved development strategy and core lines of business.	1. The board of directors has the authority set forth by the charter to appoint and remove members of executive bodies, and to establish the terms and conditions of their contracts. 2. In the reporting period, the nomination (appointments, human resources) committee considered whether the professional qualifications, skills and experience of the members of the executive bodies comply with the company's current and expected needs as determined by the company's approved strategy. 3. In the reporting period, the board of directors considered the report(s) of the single-person executive body and the collegial executive body (if any) on implementation of the company's strategy.	<input type="checkbox"/> Compliant	
2.1.2	The board of directors sets key long-term targets for the company, assesses and approves its key performance indicators and key business goals, as well as the strategy and business plans for the company's core lines of business.	1. In the reporting period, the board of directors reviewed at its meetings matters related to the progress in the implementation of the strategy and its updates, approval of the company's financial and business plan (budget), and consideration of the	<input type="checkbox"/> Compliant	

		implementation criteria and performance (including interim criteria and performance) of the company's strategy and business plans.		
2.1.3	The board of directors determines the principles of, and approaches to, setting up a risk management and internal control system in the company.	1. The principles and approaches to creating the risk management and internal control system in the company are determined by the board of directors and set out in the company's internal documents shaping the risk management and internal control policy. 2. In the reporting period, the board of directors approved (revised) the acceptable level of risk (risk appetite) for the company or the audit committee and/or the risk committee (if any) considered the feasibility of submitting the issue of revising the company's risk appetite for consideration to the board of directors.	<input type="checkbox"/> Compliant	
2.1.4	The board of directors determines the company's policy on remuneration payable to, and/or reimbursement (compensation) of expenses incurred by, directors, executive bodies and other key executives of the company.	1. The company has developed, approved (by the board of directors), and implemented a policy (policies) on remuneration and compensation (reimbursement) of costs incurred by its board members, members of executive bodies, and other key managers. 2. In the reporting period, the board of directors discussed matters related to such policy (policies).	<input type="checkbox"/> Compliant	
2.1.5	The board of directors plays a key role in preventing, identifying and resolving internal conflicts between the company's bodies, shareholders and employees.	1. The board of directors plays a key role in preventing, detecting and resolving internal conflicts. 2. The company has developed a system for identifying transactions involving a conflict of interest, and a system of measures aimed at resolving such conflicts.	<input type="checkbox"/> Compliant	
2.1.6	The board of directors plays a key role in ensuring that the company is transparent, discloses its information fully and in a timely fashion, and provides its shareholders with unhindered access to the company's documents.	1. The company's internal documents specify the persons responsible for the implementation of the information policy.	<input type="checkbox"/> Compliant	
2.1.7	The board of directors controls the company's corporate governance practices and plays a key role in its significant corporate events.	1. In the reporting period, the board of directors reviewed the results of the self-assessment and/or external assessment of the company's corporate governance practice.	<input type="checkbox"/> Compliant	
2.2	The board of directors is accountable to the company's shareholders.			

2.2.1	Information about the performance of the board of directors is disclosed and made available to shareholders.	<p>1. The company's annual report for the reporting period covers information on attendance at meetings of the board of directors and committees by each board member.</p> <p>2. The annual report contains key results of the board of directors' performance assessment (self-assessment) in the reporting period.</p>	<input type="checkbox"/> Compliant	
2.2.2	The chairman of the board of directors is available to communicate with the company's shareholders.	1. The company has in place a transparent procedure enabling its shareholders to forward questions, and receive feedback thereon, to the chairman of the board of directors (or to the senior independent director, where applicable).	<input type="checkbox"/> Compliant	
2.3 The board of directors manages the company in an efficient and professional manner and is capable of making fair and independent judgments and adopting resolutions in the best interests of the company and its shareholders.				
2.3.1	Only persons of impeccable business and personal reputation who have the knowledge, expertise and experience required to make decisions within the remit of the board of directors and essential to performing its functions in an efficient way are elected to the board of directors.	1. In the reporting period, the board of directors (or its nomination committee) assessed nominees to the board of directors for required experience, expertise, business reputation, absence of conflicts of interest, etc.	<input type="checkbox"/> Compliant	
2.3.2	The company's directors are elected via a transparent procedure that enables shareholders to obtain information on nominees sufficient to judge on their personal and professional qualities.	1. In all cases when a general meeting of shareholders involving the election of the board of directors was held in the reporting period, the company invariably provided its shareholders with biographical information on all of the nominees for the board of directors, the results of their assessment by the board of directors (or the nomination committee) for compliance of their professional qualifications, experience and skills with the company's current and expected needs, information on their conformance with the independence criteria set forth in recommendations 102–107 of the Code, and information on the written consent of the nominees to their election to the board of directors.	<input type="checkbox"/> Compliant	
2.3.3	The board of directors has a balanced membership, including in terms of directors' qualifications, experience, expertise and business skills, and has the trust of shareholders.	1. In the reporting period, the board of directors reviewed its requirements as to professional qualifications, experience and business skills and determined the	<input type="checkbox"/> Compliant	

		competencies necessary for the board of directors in the short and long term.		
2.3.4	The company has a sufficient number of directors to organize the board of directors' activities in the most efficient way, including the ability to set up committees of the board of directors and enable the company's significant minority shareholders to elect a nominee to the board of directors for whom they vote.	1. In the reporting period, the board of directors considered whether the number of directors met the company's needs and shareholders' interests.	<input type="checkbox"/> Compliant	
2.4	The board of directors includes a sufficient number of independent directors.			
2.4.1	An independent director should mean any person who has the required professional skills and expertise and is sufficiently able to have his/her own position and make objective and bona fide judgments, free from the influence of the company's executive bodies, any individual group of its shareholders or other stakeholders. It should be noted that a nominee (elected director) who is related to the company, its significant shareholder, significant counterparty or competitor, or is related to the government, may not be considered as independent under normal circumstances.	1. In the reporting period, all independent members of the board of directors met all independence criteria specified in recommendations 102–107 of the Code or were recognized as independent by the decision of the board of directors.	<input type="checkbox"/> Compliant	
2.4.2	It is recommended to evaluate whether candidates nominated to the board of directors meet the independence criteria, as well as to review, on a regular basis, whether or not independent board members meet the independence criteria. In such assessment, substance should prevail over form.	1. In the reporting period, the board of directors (or the nomination committee created thereunder) opined on independence of each nominee to the board of directors and provided shareholders with the relevant statement. 2. During the reporting period, the board of directors (or the nomination committee created thereunder) reviewed the independence of the current board members at least once (after their election). 3. The company has developed procedures defining the actions to be taken by directors if they cease to be independent, including the obligation to notify in a timely fashion the board of directors thereof.	<input type="checkbox"/> Compliant	
2.4.3	Independent directors make up at least one third of elected directors.	1. Independent directors make up at least one third of directors.	<input type="checkbox"/> Partially compliant	The Company's annual General Meeting of Shareholders (20.05.2024) elected three independent directors. This practice complies with the Listing Rules of the Moscow Exchange.

			<p>Taking into account the number of members of the Supervisory Board (15 members), shareholders are recommended to elect at least five independent directors. The insufficient number of independent directors is due to the fact that the elected members of the Supervisory Board do not have directors who meet the independence criteria.</p> <p>The Company has a limited opportunity to influence the composition of candidates for the Supervisory Board nominated by the Russian Federation and the Republic of Sakha (Yakutia). Currently, due to sanctions restrictions, other shareholders and owners of free float are unable to make proposals on candidates, including for independent directors.</p> <p>Until 2022, the number of independent directors on the Supervisory Board was five. The Company (Supervisory Board, HR and Remuneration Committee of the Supervisory Board and executive bodies) annually works with shareholders, including the Russian Federation and the Republic of Sakha (Yakutia), when nominating candidates for the Supervisory Board, to ensure that more independent directors are nominated to the Supervisory Board for election to the Supervisory Board at a General Meeting of Shareholders. In 2020, the Supervisory Board approved a Regulation on Supervisory Board Succession (Minutes No. 01/312-PR-NS dated 6 May 2020), pursuant to which:</p> <ul style="list-style-type: none"> - the principles of succession include the intention of the Company and its shareholders that independent directors constitute up to one third of the elected members of the Supervisory Board (clause 2.2); - the HR and Remuneration Committee makes sure that the Supervisory Board's needs for additional competencies are
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				<p>identified (including through the annual performance assessment of the Supervisory Board and its Committees), and that the candidates are assessed in accordance with the requirements and principles of the Regulation and provides recommendations to the Supervisory Board for corporate decisions (approval of the list of candidates and recommendations to shareholders for voting at a meeting to elect Supervisory Board members) (clause 4.1).</p> <p>In order to mitigate potential risks of decision-making by the Supervisory Board without the participation of the recommended number of independent directors, key decisions are made on the recommendation of the Committees of the Supervisory Board. The Audit Committee consists entirely of independent directors, the HR and Remuneration Committee consists of the majority of independent directors, and the Chairman is an independent director. The Company also elected a senior independent director consolidating the opinions of independent directors. The senior independent director has extensive experience in the mining industry, is a recognized leader and respected manager.</p> <p>To the extent authorized, the Company intends to form a Supervisory Board in 2025 based on the results of the annual General Meeting of Shareholders with the recommended number of independent directors elected</p>
2.4.4	Independent directors play a key role in preventing internal conflicts in the company and in ensuring that the company performs material corporate actions.	1. In the reporting period independent directors (who do not have a conflict of interest) conduct a preliminary assessment of material corporate actions implying a potential conflict of interest and submit the results to the board of directors.	<input type="checkbox"/> Compliant	No material corporate actions were performed in the reporting period.
2.5	The chairman of the board of directors ensures that the board of directors discharges its duties in the most efficient way.			
2.5.1	An independent director was elected as chairman of	1. The chairman of the board of directors is	<input type="checkbox"/> Compliant	Of the two alternative approaches allowed

	the board of directors, or a senior independent director was appointed from among the elected independent directors to coordinate the work of independent directors and to interact with the chairman of the board of directors.	an independent director, or a senior independent director has been identified among independent directors. 2. The role, rights and duties of the chairman of the board of directors (and, if applicable, of the senior independent director) are duly set out in the company's internal documents.		by this principle, the Company implemented the appointment of a senior independent director from among the independent directors. In the Company's opinion, the choice of this approach most closely corresponds to the structure of the Company's share capital.
2.5.2	The chairman of the board of directors maintains a constructive environment at meetings, enables free discussion of agenda items, and supervises the execution of resolutions passed by the board of directors.	1. In the reporting period, the performance of the chairman of the board of directors was assessed as part of the procedure for assessing (self-assessing) the performance of the board of directors.	<input type="checkbox"/> Compliant	
2.5.3	The chairman of the board of directors takes all steps necessary for timely provision of directors with the information required to pass resolutions on agenda items.	1. The company's internal documents set out the duty of the chairman of the board of directors to take all steps necessary for timely provision of directors with the materials regarding items on the agenda of a board meeting.	<input type="checkbox"/> Compliant	
2.6	Directors act reasonably and in good faith in the best interests of the company and its shareholders, on a fully informed basis and with due care and diligence.			
2.6.1	Directors pass resolutions on a fully informed basis, with no conflict of interest, subject to equal treatment of the company's shareholders, and assuming normal business risks.	1. As per the company's internal documents, a board member shall notify the board of directors of any conflict of interest on any agenda item of the board or committee meeting prior to transacting such item. 2. The company's internal documents stipulate that a board member shall refrain from voting on any item, in relation to which he/she has a conflict of interest. 3. The company has in place a procedure enabling the board of directors to get professional advice on matters within its remit at the expense of the company.	<input type="checkbox"/> Compliant	
2.6.2	The rights and duties of directors are clearly stated and formalized in the company's internal documents.	1. The company has adopted and published an internal document that clearly defines the rights and duties of directors.	<input type="checkbox"/> Compliant	
2.6.3	Directors have sufficient time to perform their duties.	1. Individual attendance at meetings of the board of directors and its committees, as well as the sufficiency of time to sit on the board of directors, including its committees, has been analysed under the procedure for assessment (self-assessment) of the board of directors' performance in the reporting period.	<input type="checkbox"/> Compliant	

		2. In accordance with the company's internal documents, directors should notify the board of directors of their intentions to be elected to governing bodies of other entities (apart from the entities controlled by the company), and of their election to such bodies.		
2.6.4	All board members should have equal opportunities to access the company's documents and information. Newly elected members of the board of directors are furnished with sufficient information about the company and the performance of the board of directors as soon as possible.	1. As per the company's internal documents, board members are entitled to obtain information and documents needed for performing their duties relating to the company and its controlled entities, while the company's executive bodies shall make sure that the relevant information and documents are made available. 2. The company implements a formalized orientation program for newly elected members of the board of directors.	<input type="checkbox"/> Compliant	
2.7	Meetings of the board of directors, preparation for such meetings, and participation of directors ensure efficient performance by the board of directors.			
2.7.1	Meetings of the board of directors are held as needed, taking into account the scale of the company's business and its goals at a particular time.	1. The board of directors held at least six meetings in the reporting year.	<input type="checkbox"/> Compliant	
2.7.2	The company's internal regulations set out a procedure for arranging and holding meetings of the board of directors, enabling members of the board of directors to properly prepare for such meetings.	1. The company has approved an internal document that establishes the procedure for preparing and holding board meetings and stipulates, among others, that a notice of the meeting shall normally be sent at least five days before the date of such meeting. 2. In the reporting period, the members of the board of directors who were absent from the venue of the meeting of the board of directors were given the opportunity to participate in the discussion of the agenda items and to vote remotely, through tele- and videoconferencing.	<input type="checkbox"/> Compliant	
2.7.3	The board meeting form should be determined with due account of importance of its agenda items. The most important matters are dealt with at meetings of the board of directors held in person.	1. The charter or an internal document of the company stipulates that the most important issues (including those listed in recommendation 168 of the Code) must be considered at in-person meetings.	<input type="checkbox"/> Compliant	
2.7.4	Decisions on the most important issues relating to the company's business are made at a meeting of the board of directors by a qualified majority vote or by a majority vote of all elected board members.	1. The company's charter stipulates that decisions on the most important issues, including those listed in recommendation 170 of the Code, must be made at a meeting of	<input type="checkbox"/> Compliant	

		the board of directors by a qualified majority of at least three fourths of votes or by the majority of votes of all elected members of the board of directors.		
2.8	The board of directors sets up committees for preliminary consideration of the most important matters related to the company's operations.			
2.8.1	An audit committee comprising independent directors was set up to review matters related to controlling the company's financial and business activities.	<p>1. The board of directors has set up an audit committee consisting of independent directors only.</p> <p>2. The company's internal documents determine the audit committee's duties, including those listed in recommendation 172 of the Code.</p> <p>3. At least one member of the audit committee who is an independent director possesses the experience and expertise in the preparation, analysis, assessment, and audit of the accounting (financial) statements.</p> <p>4. In the reporting period, meetings of the audit committee were held at least once a quarter.</p>	<input type="checkbox"/> Compliant	
2.8.2	For preliminary consideration of matters related to adopting an efficient and transparent remuneration scheme, a remuneration committee was set up, comprising independent directors and headed by an independent director who is not the chairman of the board of directors.	<p>1. The board of directors has set up a remuneration committee consisting of independent directors only.</p> <p>2. The chairman of the remuneration committee is an independent director who is not the chairman of the board of directors.</p> <p>3. The company's internal documents determine the remuneration committee's duties, including those listed in recommendation 180 of the Code, as well as the conditions (events) when the remuneration committee considers the issue of revising the Company's policy on remuneration of the members of the board of directors, the executive bodies and other key management personnel.</p>	<input type="checkbox"/> Partially compliant	<p>With respect to clause 1: For proper performance of its functions, the HR and Remuneration Committee consists of four people. All existing independent directors (three) on the Supervisory Board and one non-executive director who is not the Chairman of the Board of Directors have been elected to the HR and Remuneration Committee. The Chairman of the Committee is an independent director. This practice complies with the Listing Rules of the Moscow Exchange. All members of the Supervisory Board, including independent directors, unanimously voted for the election of a non-executive director to the Committee, which attests to the recognition by the Supervisory Board that the non-executive director has ample professional experience, the necessary competencies and ability to make a significant contribution to the work of the Committee, and that, even though the non-executive director does not meet the formal independence</p>

				<p>criteria, this does not affect the non-executive director's ability to make independent and objective judgments not influenced by the Company, certain groups of shareholders or other stakeholders.</p> <p>In addition, an annual self-assessment of the performance of the HR and Remuneration Committee is carried out and its results make it possible to conclude that the composition of the HR and Remuneration Committee is balanced in terms of professional competencies, experience and business skills, which is recognized as sufficient for the effective performance by the Committee of its functions. In the reporting period, an external assessment of the HR and Remuneration Committee was performed, the conclusions of which confirm the professionalism, experience and independence in decision-making of the non-executive director serving on the Committee.</p> <p>In order to mitigate the risks linked to the decision-making of the Committee comprising three independent directors and one non-executive director, the HR and Remuneration Committee's regulations specify that a majority vote from the Committee members is necessary for all decisions (recommendations). The vote of the Chairman of the Committee, who is an independent director, shall be decisive if the vote is equal. The Committee includes the senior independent director. The senior independent director has extensive experience in the mining industry, is a recognized leader and experienced in managing large companies.</p> <p>The Company, within its existing authority, plans to form a Committee in 2025 with the election of the recommended number of independent directors.</p>
2.8.3	For preliminary consideration of matters related to	1. A nomination committee made up primarily	<input type="checkbox"/> Compliant	The duties of the nomination committee are

	talent management (succession planning), professional composition and efficiency of the board of directors, a nomination (appointments, HR) committee has been set up, predominantly comprising independent directors.	of independent directors has been set up by the board of directors (or its duties, as stipulated by recommendation 186 of the Code, are performed by another committee). 2. The company's internal documents determine the duties of the nomination committee (or another committee with combined functions), including those listed in recommendation 186 of the Code. 3. To form the board of directors that best meets the company's goals and objectives, in the reporting period the nomination committee, either independently or together with other committees of the board of directors, or the company's division responsible for interaction with its shareholders organized interaction with shareholders, not limited to major shareholders, in the context of selecting candidates for the company's board of directors.		performed by the HR and Remuneration Committee.
2.8.4	Taking account of its scope of activities and levels of related risks, the company's board of directors has made sure that the composition of its committees fully meets the goals of the company's operations. Additional committees have been either set up or not deemed necessary (strategy committee, corporate governance committee, ethics committee, risk management committee, budget committee, health, safety and environment committee, etc.).	1. In the reporting period, the company's board of directors considered whether the board of directors' structure is appropriate for the scope, nature, business goals, needs, and risk profile of the company. Additional committees were either set up or deemed unnecessary.	<input type="checkbox"/> Compliant	
2.8.5	The composition of the committees has been determined in such a way that it allows a comprehensive discussion of issues being considered on a preliminary basis with due account of differing opinions.	1. The audit committee, the remuneration committee, and the nomination committee (or the relevant committee with shared functions) were chaired by independent directors in the reporting period. 2. The company's internal documents (policies) include provisions stipulating that persons who are not members of the audit committee, the nomination committee, or a relevant committee with combined functions), and the remuneration committee may attend committee meetings only by invitation of the chairman of the respective committee.	<input type="checkbox"/> Compliant	

2.8.6	Committee chairmen inform the board of directors and its chairman on the performance of their committees on a regular basis.	1. In the reporting period, committee chairmen reported to the board of directors on the performance of committees on a regular basis.	<input type="checkbox"/> Compliant	
2.9 The board of directors ensures the performance assessment of the board of directors, its committees and members of the board of directors.				
2.9.1	The board of directors' performance assessment is aimed at determining the efficiency of the board of directors, its committees and members, consistency of their work with the company's growth requirements, as well as at bolstering the work of the board of directors and identifying areas for improvement.	<p>1. The company's internal documents determine the procedures for assessing (self-assessing) the board of directors' performance.</p> <p>2. The assessment (self-assessment) of the board of directors' performance carried out in the reporting period covered an assessment of proceedings of its committees, an individual assessment of each board member and of the board of directors as a whole.</p> <p>3. The results of the assessment (self-assessment) of the quality of the board of directors' work performed during the reporting period were considered at an in-person meeting of the board of directors.</p>	<input type="checkbox"/> Partially compliant	<p>With respect to clause 3:</p> <p>In 2021, the results of the performance self-assessment were considered by the Supervisory Board at an in-person meeting (Minutes No. 01/332-PR-NS dated 28 April 2021).</p> <p>In 2022, 2023, 2024, the results of the self-assessment of the Supervisory Board were considered at the absentee meeting of the Supervisory Board in connection with the consideration of the results of the self-assessment in person by the Committees of the Supervisory Board, the submission of self-assessment materials for absentee consideration of the Supervisory Board in advance (more than 7 working days) and the possibility of holding separate meetings with members of the Supervisory Board to discuss the results of self-assessment, provide them with detailed information, prepare proposals and plans for future work to improve the practices of the Supervisory Board and the Committees. In the Company's opinion, the selected format for working with self-assessment reports is more effective given the limited time for holding in-person meetings of the Supervisory Board, taking into account the personal composition of the Supervisory Board. In-person discussion of the report by the HR and Remuneration Committee and separately with some members of the Supervisory Board is seen by the Company as measures that reduce the risk of ineffective decisions by the Supervisory Board in absentia.</p> <p>Taking into account the schedule of the Chairman of the Supervisory Board, the Company plans to consider the results of</p>

				the assessment of the Supervisory Board in 2025 at a face-to-face meeting
2.9.2	Performance of the board of directors, its committees and board members should be reviewed on a regular basis, at least once a year. An external advisor is engaged at least once in three years to conduct an independent assessment of the board of directors' performance.	1. The Company engaged an external advisor to conduct an independent assessment of the board of directors' performance at least once over the last three reporting periods.	<input type="checkbox"/> Compliant	
3.1	The company's corporate secretary ensures efficient ongoing interaction with shareholders, coordinates the company's efforts to protect shareholder rights and interests, and supports efficient performance of the board of directors.			
3.1.1	The Corporate Secretary has knowledge, experience, and qualifications sufficient to perform his/her duties, an impeccable reputation, and enjoys the trust of the shareholders.	1. The biographical background of the corporate secretary (including age, education, qualifications and experience), as well as information on positions in management bodies of other legal entities that the corporate secretary has held for at least the past five years are published on the corporate website and in the company's annual report.	<input type="checkbox"/> Compliant	
3.1.2	The corporate secretary is sufficiently independent of the company's executive bodies and has the powers and resources required to perform the corporate secretary's tasks.	1. The company has adopted and disclosed internal regulations on the corporate secretary. 2. The board of directors approves the nominee to the position of corporate secretary, terminates his/her powers, and considers the payment of extra remuneration to him/ her. 3. The company's internal documents stipulate the right of the corporate secretary to request and receive the company's documents and information from the management bodies, structural divisions and officials of the company.	<input type="checkbox"/> Compliant	
4.1	The level of remuneration paid by the company should be sufficient to enable it to attract, motivate, and retain persons having the required skills and qualifications. Remuneration payable to directors, executive bodies and other key executives of the company is in compliance with the approved remuneration policy of the company.			
4.1.1	It is recommended that the level of remuneration paid by the company to its board members, executive bodies, and other key managers should be sufficient to motivate them to work efficiently and enable the company to attract and retain knowledgeable, skilled, and duly qualified persons. At the same time, the company avoids unnecessarily high remuneration, as well as	1. Remuneration of directors, executive bodies and other key executives of the company is determined based on the results of the comparative analysis of the level of remuneration in comparable companies.	<input type="checkbox"/> Compliant	

	unjustifiably large gaps between the remuneration of the above persons and that of the company's employees.			
4.1.2	The company's remuneration policy should be developed by its remuneration committee and approved by the board of directors. The board of directors, assisted by the remuneration committee, ensures control over the introduction and implementation of the company's remuneration policy, revising and amending it as required.	1. During the reporting period, the remuneration committee reviewed the remuneration policy (policies) and/or its (their) implementation practices, assessed their efficiency and transparency, and, where necessary, submitted the relevant recommendations to the board of directors for revision of the said policy (policies).	<input type="checkbox"/> Compliant	
4.1.3	The company's remuneration policy includes transparent mechanisms for determining the amount of remuneration due to directors, executive bodies and other key executives of the company, and regulates all types of expenses, benefits and privileges provided to such persons.	1. The company's remuneration policy (policies) includes (include) transparent mechanisms for determining the amount of remuneration due to directors, executive bodies and other key executives of the company, and regulates (regulate) all types of expenses, benefits and privileges provided to such persons.	<input type="checkbox"/> Compliant	
4.1.4	The company is recommended to develop a policy on reimbursement of expenses which would contain a list of reimbursable expenses and specify service levels available to the company's board members, executive bodies, and other key managers. Such policy may be part of the company's remuneration policy.	1. The remuneration policy (policies) or other internal documents of the company define the rules for reimbursement of expenses incurred by directors, executive bodies and other key executives of the company.	<input type="checkbox"/> Compliant	
4.2	The remuneration system for the members of the board of directors ensures alignment of financial interests of directors with the long-term financial interests of shareholders.			
4.2.1	The Company pays fixed annual remuneration to members of the Board of Directors. It is not advisable to pay a fee for participation in individual meetings of the board of directors or its committees. The company does not use any form of short-term incentives or additional financial incentives in respect of the members of the board of directors.	1. In the reporting period, the company paid remuneration to board members as per the remuneration policy adopted by the company. 2. Over the reporting period, the company did not use any forms of short-term incentives or additional financial incentives to board members, whose payment was conditional upon the company's performance (metrics). No remuneration for participation in individual meetings of the board of directors or its committees was paid.	<input type="checkbox"/> Compliant	
4.2.2	Long-term ownership of company shares contributes most to aligning financial interests of board members with long-term interests of the company's shareholders. At the same time, the	1. If the company's internal document(s) – the remuneration policy (policies) – stipulates (stipulate) the allocation of the company's shares to the members of the board of	<input type="checkbox"/> Compliant	The Company's internal documents do not stipulate the allocation of Company shares to members of the Supervisory Board.

	company does not link the right to dispose of shares to performance targets, and directors do not participate in stock option plans.	directors, clear rules of share ownership by the board members shall be defined and disclosed to promote long-term ownership of such shares.		
4.2.3	The company does not provide for any extra payments or compensations in the event of early termination of directors' tenure resulting from a change of control or any other reasons.	1. The company does not provide for any extra payments or compensations in the event of early termination of directors' tenure resulting from a change of control or any other reasons.	<input type="checkbox"/> Compliant	
4.3	The company considers its performance and the personal contribution of each executive to the achievement of such performance when determining the amount of remuneration payable to members of the executive bodies and other key executives of the company.			
4.3.1	Remuneration payable to members of the executive bodies and other key executives of the company is determined in a manner providing for a reasonable and justified ratio of the fixed part of remuneration to its variable part which depends on the company's performance and the employee's personal (individual) contribution to the final result.	1. In the reporting period, annual performance metrics approved by the board of directors were used to determine the variable portions of remuneration for members of the company's executive bodies and other key managers. 2. During the most recent assessment of the remuneration system for members of the company's executive bodies and other key managers, the board of directors (the remuneration committee) made sure that the company uses the right combination of fixed and variable portions of remuneration. 3. When determining the amount of remuneration to be paid to members of the executive bodies and other key executives of the company, the risks borne by the company are taken into account to avoid incentives to make high-risk management decisions.	<input type="checkbox"/> Compliant	
4.3.2	The company has introduced a long-term incentive program for members of the executive bodies and other key executives of the company using the company's shares (options or other derivatives with the company's shares as the underlying asset).	1. If the company has introduced a long-term incentive programme for members of the company's executive bodies and other key managers involving the company's shares (financial instruments based on the company's shares), the programme entails that the right to sell such shares and other financial instruments shall not arise earlier than three years after they have been granted. The right to dispose of such shares or other financial instruments is linked to the company's performance targets.	<input type="checkbox"/> Compliant	
4.3.3	The amount of the severance pay (golden parachute) payable by the company in the event of	1. In the reporting period, the amount of the severance pay (golden parachute) payable	<input type="checkbox"/> Compliant	

	early termination of office to members of the executive bodies or key executives on the initiative of the company, provided that there have been no bad faith actions on the part of these persons, should not exceed two times the fixed portion of their annual remuneration.	by the company in the event of early termination of office to members of the executive bodies or key executives on the initiative of the company, provided that there have been no bad faith actions on the part of these persons, did not exceed two times the fixed portion of their annual remuneration.		
5.1	The company has in place an effective risk management and internal control system providing reasonable assurance in the achievement of the company's goals.			
5.1.1	The company's board of directors has determined the principles of, and approaches to, setting up a risk management and internal control system at the company.	1. The functions of different governing bodies and business units of the company in the risk management and internal control system are clearly defined in the company's internal documents/relevant policy approved by the board of directors.	<input type="checkbox"/> Compliant	
5.1.2	The company's executive bodies ensure establishment and continuous operation of an efficient risk management and internal control system at the company.	1. The company's executive bodies ensured the distribution of functions, powers and responsibility related to risk management and internal control between the heads (managers) of business units and departments accountable to them.	<input type="checkbox"/> Compliant	
5.1.3	The company's risk management and internal control system ensures an objective, fair and clear view of the current state and future prospects of the company, the integrity and transparency of the company's reporting, as well as reasonable and acceptable risk exposure.	1. The company has approved an anti-corruption policy. 2. The company has established a safe, confidential and accessible way (a hotline) to inform the board of directors or the audit committee of the board of directors of any violations of legislation, internal procedures or the code of ethics of the company.	<input type="checkbox"/> Compliant	
5.1.4	The board of directors of the company takes the required measures to ascertain that the risk management and internal control system of the company conforms to the principles of, and approaches to, its organization defined by the board of directors and operates efficiently.	1. During the reporting period, the board of directors (audit committee and/or risk committee, if any) arranges an assessment of reliability and efficiency of the risk management and internal control system. 2. In the reporting period, the board of directors considered the results of assessing the reliability and efficiency of the company's risk management and internal control system. The results of this assessment are included in the company's annual report.	<input type="checkbox"/> Compliant	
5.2	The company performs internal audits for regular independent assessment of the reliability and efficiency of its risk management and internal control system, as well as corporate governance practices.			
5.2.1	It is recommended that internal audits be carried out by a separate structural division (internal audit	1. To conduct an internal audit, the company has established a separate internal audit unit	<input type="checkbox"/> Compliant	

	department) to be created by the company or through engaging an independent third-party entity. The internal audit department should have separate lines of functional and administrative reporting. The internal audit unit functionally reports to the board of directors.	that is functionally accountable to the board of directors, or engaged an independent third party on the same accountability principle.		
5.2.2	The internal audit unit evaluates the reliability and efficiency of the risk management and internal control system, carries out an assessment of corporate governance, and applies generally accepted standards of internal audit.	<p>1. During the reporting period, an internal audit was held to assess reliability and efficiency of the risk management and internal control system.</p> <p>2. In the reporting period, as part of internal audit, the practice (individual practices) of corporate governance was (were) assessed, including procedures for exchanging information (including on internal control and risk management issues) at all levels of the company's management, as well as stakeholder engagement procedures.</p>	<input type="checkbox"/> Compliant	
6.1	The company and its operations are transparent to its shareholders, investors and other stakeholders.			
6.1.1	The company has developed and implemented an information policy ensuring efficient exchange of information between the company, its shareholders, investors and other stakeholders.	<p>1. The company's board of directors approved the information policy developed in accordance with the recommendations of the Code.</p> <p>2. In the reporting period, the board of directors (or one of its committees) considered the efficiency of the exchange of information between the company, its shareholders, investors and other stakeholders and the advisability (necessity) of revising the company's information policy.</p>	<input type="checkbox"/> Compliant	
6.1.2	The company discloses information on its corporate governance system and practices, including detailed information on compliance with the principles and recommendations of the Code.	<p>1. The company discloses information on its corporate governance system and general corporate governance principles adopted by the company, including disclosures on the company's website.</p> <p>2. The company discloses information on the composition of its executive bodies and the board of directors, independence of the board members, and their membership of the committees of the board of directors (as defined in the Code).</p> <p>3. If there is a person controlling the company, the company publishes the memorandum of the controlling person</p>	<input type="checkbox"/> Partially compliant	With respect to clause 2: PJSC ALROSA consistently disclosed information on the composition of its executive bodies and the Supervisory Board, independence of the members of the Board of Directors and their membership of the Committees until 2022. No personal information regarding the composition of the Supervisory Board and executive bodies was disclosed in the reporting year. At the same time, as at February 2025, information on the Chairman of the Supervisory Board, his deputies, Chairmen

		setting out this person's plans related to the corporate governance at the company.		<p>of Supervisory Board Committees and independent directors was disclosed (information was disclosed in the ALROSA Group Sustainability Programme for 2025–2029). Information on the Company's sole executive body was disclosed in the reporting year.</p> <p>In order to mitigate potential risks from the non-disclosure of part of the information on the members of the executive bodies and the Supervisory Board, the Company provides this information to state bodies, counterparties, shareholders and investors, while taking measures to protect such information and clearly identifying the recipients of the information.</p> <p>During 2025, the Company plans to disclose the members of the Company's Supervisory Board, and will also continue to disclose information on the sole executive body.</p>
6.2	The company makes timely disclosures of complete, up-to-date and reliable information about the company to enable shareholders and investors to make informed decisions.			
6.2.1	The company discloses information following the principles of regularity, consistency and timeliness, as well as accessibility, accuracy, completeness and comparability of the disclosed data.	<p>1. The company has established a procedure to coordinate the operations of all company units and employees involved in disclosures or whose activities may result in the need for disclosures.</p> <p>2. If the company's securities are traded on foreign regulated markets, the disclosure of material information in the Russian Federation and on such markets takes place simultaneously and in an equivalent manner during the reporting year.</p> <p>3. If foreign shareholders hold a significant amount of the company's shares, the relevant information was disclosed in the reporting period both in the Russian language and in one of the most widely used foreign languages.</p>	<input type="checkbox"/> Partially compliant	<p>With respect to clause 3: PJSC ALROSA consistently disclosed information in Russian and English until 2022.</p> <p>To minimize sanctions risks, the Company, based on the legislative instruments of the Russian Federation,¹ discloses only part of or does not disclose any information subject to disclosure and provision in accordance with the requirements of the Federal Law "On Joint Stock Companies," the Federal Law "On the Securities Market," the Federal Law "On Fighting Misuse of Insider Information and Market Manipulation and on Amending Certain Legislative Instruments of the Russian Federation."</p> <p>In order to mitigate potential risks from non-disclosure of information in English, the Company disclosed information on key corporate events in English in 2024, in</p>

				<p>particular materials for the annual and extraordinary General Meetings of Shareholders. The Company has also created a mechanism allowing any shareholder to make a request in any language by telephone, e-mail or through the Shareholder's Personal Account. The Company provides information upon request, while taking measures to protect such information and clearly identifying the recipients of information.</p> <p>The above non-compliance with the criterion is limited in time, and the Company intends to restore compliance with this criterion, as was the case before 2022, after the external circumstances affecting the possibility of sanctions risks being realized change and the legislative instruments of the Russian Federation aimed at reducing sanctions risk are repealed.¹</p>
<p>6.2.2</p>	<p>The company avoids using a formalistic approach to information disclosure; it discloses material information on its activities, even if the disclosure of this information is not required by law.</p>	<p>1. The company's information policy defines the approaches to disclosing information about other events (actions) that have a material effect on the value or quotation of its securities not required to be disclosed by law.</p> <p>2. The company discloses information on the company's capital structure in its annual report and on the company's website in accordance with recommendation 290 of the Code.</p> <p>3. The company shall disclose information on its controlled entities that are material to the company, including on the key areas of their activities, mechanisms for ensuring accountability of controlled entities, and the authority of the company's board of directors to determine the strategy and assess performance of controlled entities.</p> <p>4. The company discloses its non-financial report – a sustainability report, an environmental report, a corporate social responsibility report or another report containing non-financial information,</p>	<p><input type="checkbox"/> Partially compliant</p>	<p>With respect to clause 3: PJSC ALROSA consistently disclosed information on controlled legal entities that are material to it until 2022.</p> <p>Pursuant to the legislative instruments of the Russian Federation aimed at reducing sanctions risks,¹ the information on controlled legal entities being material to the Company was excluded from public access on the Company's corporate website to minimize sanctions risks.</p> <p>In order to mitigate potential risks from the non-disclosure of information on controlled entities of material importance, the Company provides this information at the request of state authorities, counterparties, shareholders, investors, with simultaneous adoption of measures to protect such information and clear identification of recipients of information.</p> <p>The corporate structure of ALROSA Group is characterized by the fact that most of the business is carried out through the</p>

		including information on the factors related to the environment (including environmental and climate change factors), the company (social factors) and corporate governance, except for the report of the issuer of securities and the annual report of a joint stock company.		Company, with the subsidiaries' share of business being insignificant. The above non-compliance with the criterion is limited in time, and the Company intends to restore compliance with this criterion, as was the case before 2022, after the external circumstances affecting the possibility of sanctions risks being realized change and the legislative instruments of the Russian Federation aimed at reducing sanctions risk are repealed. ¹
6.2.3	The company's annual report, as one of the most important tools of its information exchange with shareholders and other stakeholders, contains information enabling assessment of the company's annual performance results.	1. The company's annual report contains information on the outcomes of assessing performance of the external and internal audit process by the audit committee. 2. The company's annual report contains information on the company's environmental and social policy.	<input type="checkbox"/> Compliant	
6.3	The company provides information and documents requested by its shareholders in accordance with the principles of equal and unhindered access.			
6.3.1	Shareholders can exercise their right of access to the company's documents and information without unjustified difficulties.	1. The company's information policy (internal documents setting forth the information policy) provides for a non-onerous procedure for granting access to the company's information and documents as requested by shareholders. 2. The information policy (internal documents determining the information policy) contains provisions stipulating that if a shareholder requests information on the entities controlled by the company, the company shall make the necessary efforts to obtain such information from the relevant entities controlled by the company.	<input type="checkbox"/> Compliant	
6.3.2	When providing information to shareholders, the company ensures reasonable balance between the interests of particular shareholders and its own interests consisting in preserving the confidentiality of important commercial information which may materially affect its competitive edge.	1. In the reporting period, the company did not refuse granting any shareholder requests for information, or, if it did, such refusals were well-reasoned. 2. In cases defined by the information policy, shareholders are warned of the confidential nature of the information and undertake to maintain its confidentiality.	<input type="checkbox"/> Compliant	
7.1	Actions that materially affect or may affect the company's share capital structure and financial position and accordingly the position of its shareholders ("material corporate actions") are taken on fair terms ensuring that the rights and interests of shareholders and other stakeholders are observed.			

7.1.1	Material corporate actions shall be deemed to include reorganization of the company, acquisition of 30 or more per cent of its voting shares (takeover), entry by the company into any material transactions, increasing or decreasing its share capital, listing and delisting of its shares, and other actions which might result in material changes in rights of its shareholders or violation of their interests. The company's charter provides for a list (criteria) of transactions or other actions classified as material corporate actions, and these actions are referred to the remit of the company's board of directors.	1. The company's charter sets forth the list (criteria) of transactions or any other actions that constitute material corporate actions. Making decisions about material corporate actions is among reserved matters of the board of directors, according to the company's charter. When the performance of such corporate actions is expressly referred by law to the remit of the general meeting of shareholders, the board of directors makes relevant recommendations to shareholders.	<input type="checkbox"/> Compliant	
7.1.2	The board of directors plays a key role in passing resolutions or making recommendations on material corporate actions, relying on the opinions of the company's independent directors.	1. The company has in place a procedure enabling independent directors to express their opinions on material corporate actions prior to approval thereof.	<input type="checkbox"/> Compliant	
7.1.3	When taking any material corporate actions which would affect rights or legitimate interests of the company's shareholders, equal terms and conditions should be ensured for all shareholders; if statutory mechanisms designed to protect shareholder rights prove to be insufficient for that purpose, additional measures should be taken with a view to protect the rights and legitimate interests of the company's shareholders. In such instances, the company should seek not only to comply with the formal requirements of law but should also be guided by the principles of corporate governance set out in the Code.	1. The company's charter, with account taken of special aspects of the company's operations, stipulates that reserved matters of the board of directors shall cover the approval of other transactions that are material to the company, in addition to those provided for by law. 2. In the reporting period, all material corporate actions were subject to a pre-approval procedure.	<input type="checkbox"/> Compliant	
7.2	The company takes material corporate actions in such a way as to ensure that shareholders receive in a timely manner complete information about such actions, allowing them to influence such actions and guaranteeing adequate protection of their rights when taking such actions.			
7.2.1	Information about material corporate actions is disclosed with explanations of the grounds, circumstances and consequences.	1. If the company took material corporate actions during the reporting period, the company disclosed timely and detailed information on such actions, including the reasons for, and conditions of, taking such actions and their consequences for shareholders.	<input type="checkbox"/> Compliant	No material corporate actions were performed in the reporting period.
7.2.2	Rules and procedures related to material corporate actions taken by the company are set out in the company's internal documents.	1. The company's internal documents define the cases and procedure for engaging an appraiser to determine the value of property to be disposed of or acquired under a major transaction or a related-party transaction. 2. The company's internal documents set	<input type="checkbox"/> Compliant	

		<p>forth the procedure for engaging an appraiser for evaluation of the company's shares to be acquired or redeemed.</p> <p>3. If a member of the board of directors, the single-person executive body, a member of the collegial executive body of the company or a controlling person of the company or a person entitled to give mandatory instructions to the company have no formal interest in the company's transactions but have a conflict of interest or other actual interest, the company's internal documents stipulate that such persons do not take part in the voting to approve such transactions.</p>		
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Appendix 10. Report of the Revision Commission

Available only in Russian, see – [Annual Report 2024 \(in Russian\)](#).

Appendix 11. Pending court proceedings

As at 31 December 2024, 51 pending cases (where judgments have not taken legal effect) for debt recovery in the amount of RUB 1,746,825,600.49 where the Company acted as the claimant were being considered in arbitration courts and general jurisdiction courts of various instances.

As at 31 December 2024, 17 pending cases (where judgments have not taken legal effect) for debt recovery in the amount of RUB 157,508,407.23 where the Company acted as the defendant were being considered in arbitration courts and general jurisdiction courts of various instances.

Appendix 12. Government support

Information on the subsidies provided, their purpose, and the use of funds as at the end of 2024

Brief description of the project / subsidies	Current status	Use of funds as at the end of the reporting period, RUB million
PJSC ALROSA		
Provision of subsidies from the state budget of the Republic of Sakha (Yakutia) to an employer participating in the regional program to increase the mobility of labor resources	The remaining subsidies in the amount of RUB 3.7 million will be used in 2025	0.8
Provision of subsidies for flight services for aircraft of the Ministry of Emergency Situations	The funds were received and used in full	5.3
Subsidiaries and affiliates		
Provision of subsidies to reimburse lost earnings due to establishment of preferential rates for utilities services	A total of RUB 1,444.8 mln in budget funds was received, including RUB 8.5 mln in 2023	1,444.8
Provision of a subsidy by the Social Insurance Fund of the Russian Federation in 2022 from the budget of the Social Insurance Fund of the Russian Federation to legal entities, including non-profit organizations, and individual entrepreneurs to stimulate employment of certain categories of people	The funds were received and used in full	1.66
Provision of subsidies from the state budget of the Republic of Sakha (Yakutia) to reimburse part of the costs associated with the construction of gas supply and gasification facilities in the Republic of Sakha (Yakutia)	The funds were received and used in full	11.84
Provision of subsidies from the federal budget to reimburse lost earnings from air transportation of passengers at a special rate (Federal Air Transport Agency)	The subsidies are not targeted. The funds were received from the budget and used in full to finance current operations. The amount of the subsidy received was RUB 239.86 mln	239.86
Provision of subsidies by the Social Insurance Fund of the Russian Federation from the budget of the Social Insurance Fund of the Russian Federation to legal entities, including non-profit organizations, and individual entrepreneurs to stimulate employment of certain categories of people	The subsidies are targeted in nature. The funds were received from the budget and used in full	0.99
Provision [of subsidies] from the state budget of the Republic of Sakha (Yakutia) to finance (reimburse) the costs associated with state regulation of rates for air passenger transportation along socially important routes of the Republic of Sakha (Yakutia) (Ministry of Transportation and Roads of the Republic of Sakha (Yakutia))	The subsidies are not targeted. The funds were received from the budget and used in full to finance current operations. The refund of the balance of the unused subsidy was RUB 2.97 mln	77.42
Provision of subsidies from the state budget of the Republic of Sakha (Yakutia) for financing (reimbursement) of costs in connection with the	The subsidies are not targeted. The funds were received from the budget and used in full to finance current operations	110.33

reconstruction of the runway (Ministry of Transport and Road Facilities of the Republic of Sakha (Yakutia))		
Subsidies to reimburse lost earnings as a result of reducing prices (rates) for electricity (capacity) to the regulated baseline prices (rates) for electricity (capacity) planned for the next period in the Far Eastern Federal District in 2023	The funds were received and used in full	1290.8
Provision of a subsidy by the Social Insurance Fund of the Russian Federation in 2024 from the budget of the Social Insurance Fund of the Russian Federation to legal entities, including non-profit organizations, and individual entrepreneurs to stimulate employment of certain categories of people	The funds were received and used in full	0.71
Subsidies to reimburse lost earnings as a result of reducing prices (rates) for electricity (capacity) to the regulated baseline prices (rates) for electricity (capacity) planned for the next period	The funds were received and used in full	1007.17
Provision of subsidies to finance expenses related to the provision of support to employees hired from another constituent entity of the Russian Federation	The subsidies were provided in the amount of RUB 2.0 mln	0.85
A subsidy was received for a comprehensive project to create a high-tech system for recycled water treatment at the processing plant with recycling of waste into marketable products	In the reporting year 2024, the work stipulated by the Comprehensive Project Implementation Schedule for the first half of the year was completed in full and accepted in the amount of RUB 65.0 mln. The remaining subsidy in the amount of RUB 25.0 mln will be used throughout 2025	65.0
A subsidy to reimburse part of costs related to transportation of non-resource non-energy products. The result of subsidy provision was the development of St. Petersburg's export potential in 2024 through transportation of products	The funds were received and used in full	4.53

Appendix 13. Information on the meetings of the Supervisory Board and its Committees

Meetings of the Supervisory Board

Decision-making body, minutes details	Agenda item, No.	Decisions
Supervisory Board, 06.03.2024, Minutes No. 01/397-PR-NS of 07.03.2024	1. Pavel Marinychev's combination of his position as the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA with positions in the management bodies of other entities	To approve Pavel Marinychev's combination of his position as the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA with the position in the governing bodies of other organizations
	2. Report on the Progress of the Program to Divest Non-Core Assets in Q4 2023	To take into account the Report on the Progress of the Program to Divest Non-Core Assets in Q4 2023
	3. Approval of the report on major and interested-party transactions performed by PJSC ALROSA in 2023	To approve the report on major and interested-party transactions performed by PJSC ALROSA in 2023 pursuant to Appendix No. 3-1 to the Minutes
	4. Consideration of the report on compliance with the principles and recommendations of the Corporate Governance Code.	1. To recognize the data provided in the report on compliance by PJSC ALROSA with the principles and recommendations of the Corporate Governance Code in 2023 (hereinafter the "Report") as being reliable and complete 2. To include the Report in the Annual Report of PJSC ALROSA for 2023
	5. Approval of reports on the achievement of individual targets and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on achievement of individual quarterly indicators and assessment of performance (performance of functional duties) of the Corporate Secretary for Q4 2023 (cumulative total) pursuant to Appendix No. 5-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q4 2023 at 1.3 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05.03.2022, Minutes No. 01/353-PR-NS) 3. To approve the report on achievement of individual annual indicators and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA for 2023 pursuant to Appendix No. 5-2 to the Minutes 4. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for 2023 at 1.3 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05.03.2022, Minutes No. 01/353-PR-NS)
Supervisory Board, 11.03.2024, Minutes No. 01/398-PR-NS of 12.03.2024	1. The exit of PJSC ALROSA from another entity	To approve the exit of PJSC ALROSA from the business entity in a way and subject to the conditions stipulated by Appendix No. 1-1 to the Minutes
	2. Some business matters	To approve the material terms of the sale of 1,572,760 ordinary registered shares of the business entity, which constitute 47.3677% of the authorized capital, pursuant to Appendix No. 2-1 to the Minutes

Supervisory Board, 20.03.2024, Minutes No. 01/399-PR-NS of 20.03.2024	1. Inclusion of items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA at the suggestion of the shareholders of PJSC ALROSA	In accordance with the suggestions of the shareholders of PJSC ALROSA, to include the following items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA: 1. Approval of the Annual Report of PJSC ALROSA 2. Approval of the annual financial statements of PJSC ALROSA 3. Distribution of profits (including payment (declaration) of dividends) and losses for 2023. 4. Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA 5. Payment of remuneration to the members of the Audit Commission of PJSC ALROSA 6. Election of the members of the Supervisory Board of PJSC ALROSA 7. Election of the members of the Audit Commission of PJSC ALROSA 8. Appointment of the audit firm for PJSC ALROSA
	2. Inclusion of candidates suggested by the shareholders of PJSC ALROSA in the list of candidates to be voted for at the election to the Supervisory Board of PJSC ALROSA	In accordance with the suggestions of the shareholders of PJSC ALROSA, to include the following people in the list of candidates to be voted for at the election to the Supervisory Board of PJSC ALROSA: 1. <i>Full name</i> ¹⁶⁹ 2. Andrey Donets 3. Sergey Ivanov 4. Pavel Marinychev 5. Alexey Moiseev 6. Andrey Ryumin 7. Anton Siluanov 8. Petr Fradkov 9. Sergey Dyachenko 10. Aysen Nikolayev 11. Sergey Mestnikov 12. Pavel Bagynanov 13. Igor Nikolayev 14. Evgenia Grigorieva 15. Andrey Lobashev
	3. Inclusion of candidates suggested by the shareholders of PJSC ALROSA in the list of candidates to be voted for at the election to the Audit Commission of PJSC ALROSA	In accordance with the suggestions of the shareholders of PJSC ALROSA, to include certain people in the list of candidates to be voted for at the election to the Audit Commission of PJSC ALROSA
Supervisory Board, 29.03.2024, Minutes No. 01/400-PR-NS of 01.04.2024	1. Update of the Digital Transformation Strategy of PJSC ALROSA for 2021–2024	To approve the updated Digital Transformation Strategy of PJSC ALROSA for 2021–2024 pursuant to Appendix No. 1-1 to the Minutes
	2. Approval of the Report on the Implementation in 2023 of the Long-Term Development Program of	1. To approve the Report on the Implementation in 2023 of the Long-Term Development Program of ALROSA Group for 2023–2027 and the Achievement of Key Performance Indicators, pursuant to Appendix No. 2-1 to the Minutes

¹⁶⁹ Hereinafter access to information about the full names of individual members of the Company's management and control bodies is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market"

	ALROSA Group for 2023–2027 and the Achievement of Key Performance Indicators	2. To instruct the CEO – Chairman of the Executive Committee of PJSC ALROSA to send the Report on the Implementation in 2023 of the Long-Term Development Program of ALROSA Group for 2023–2027 and the Achievement of Key Performance Indicators to the Ministry of Finance of Russia, the Ministry of Economic Development of Russia and the Federal Agency for State Property Management (Rosimushchestvo) no later than 1 June 2024
Supervisory Board, 09.04.2024, Minutes No. 01/401-PR-NS of 10.04.2024	1. Approval of the Report on the Implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA for 2023	To approve the Report on the Implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA for 2023 pursuant to Appendix No. 1-1 to the Minutes
	2. Results of procurement activity of ALROSA Group for 2023	To take into consideration the information on the results of procurement activity of ALROSA Group for 2023 pursuant to Appendix No. 2-1 to the Minutes
	3. Approval of the Annual Critical Risk Report for 2023 and approval of the Action Plan to Minimize Critical Risks for 2024	1. To approve the Annual Critical Risk Report for 2023 pursuant to Appendix No. 3-1 to the Minutes 2. To approve the Action Plan to Minimize Critical Risks for 2024 pursuant to Appendix No. 3-2 to the Minutes
	4. Approval of the updated risk appetite of PJSC ALROSA	To maintain the risk appetite of PJSC ALROSA approved by the decision of the Supervisory Board of 20.04.2023 (Minutes No. 01/376-PR-NS of 21.04.2023)
	5. Approval of the reports on the results of assessing the reliability and efficiency of the risk management and internal control system and corporate governance practices of PJSC ALROSA for 2023	1. To approve the Report on the Results of External Independent Assessment of the Reliability and Efficiency of the Risk Management and Internal Control System of PJSC ALROSA for 2023, pursuant to Appendix No. 5-1 to the Minutes 2. To approve the Report on the Results of Assessing Corporate Governance Practices of PJSC ALROSA for 2023 pursuant to Appendix No. 5-2 to the Minutes
	6. Consideration of the report on the performance of the Internal Audit Department of PJSC ALROSA for 2023.	1. To take into consideration the report on the performance of the Internal Audit Department of PJSC ALROSA for 2023 pursuant to Appendix No. 6-1 to the Minutes 2. To assess the performance of the Internal Audit Department of PJSC ALROSA for 2023 as “meeting expectations”
	7. Approval of updated key performance indicators of the Internal Audit Department of PJSC ALROSA for 2024	To approve the updated key performance indicators of the Internal Audit Department of PJSC ALROSA for 2024 pursuant to Appendix No. 7-1 to the Minutes
	8. Approval of the report on implementation of the Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2023 and the updated Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 with forecast values for the period up to 2028	1. To approve the report on implementation of the Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2023 pursuant to Appendix No. 8-1 to the Minutes 2. To approve the updated Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 with forecast values for the period up to 2028 pursuant to Appendix No. 8-2 to the Minutes.

	9. The results of assessment of the activity of the Supervisory Board and committees of PJSC ALROSA	To take into consideration the Report on the Results of Assessment of the Activity of the Supervisory Board and Committees of PJSC ALROSA in 2023 pursuant to Appendix No. 9-1 to the Minutes
	10. Approval of reports on the work results of the Committees of the Supervisory Board of PJSC ALROSA	<ol style="list-style-type: none"> 1. To approve the report on the work of the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 10-1 to the Minutes 2. To approve the report on the work of the Audit Committee of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 10-2 to the Minutes 3. To approve the report on the work of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 10-3 to the Minutes
	11. Report on the implementation of the Plan for PJSC ALROSA's Transition to Using Domestic Software for 2023	Having considered the report on the implementation of the Plan for PJSC ALROSA's Transition to Using Domestic Software for 2023 (Appendix No. 11-1 to the Minutes), to assess the application of the bonus reduction indicator "Late preparation and implementation of the import substitution plan" as "no" (the indicator does not apply)
	12. Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2023	<ol style="list-style-type: none"> 1. To approve the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2023 in order to determine the amount of remuneration of the CEO – Chairman of the Executive Committee of PJSC ALROSA pursuant to Appendix No. 12-1 to the Minutes 2. To approve the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2023 in order to determine the amount of remuneration of the members of the collegial executive body – the Executive Committee of PJSC ALROSA pursuant to Appendix No. 12-2 to the Minutes 3. To establish that the individual performance assessment score of Sergey Ivanov, Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA, for 2023 is 6 (out of 6 points; determined in accordance with the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 8 June 2022, Minutes No. 01/361-PR-NS) 4. To establish that the individual performance assessment score of Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA, for 2023 is 6 (out of 6 points; determined in accordance with the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 8 June 2022, Minutes No. 01/361-PR-NS) 5. To establish that the overall performance assessment score of the collegial executive body – the Executive Committee of PJSC ALROSA – for 2023 is 6 (out of 6 points; determined in accordance with the Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 8 June 2022, Minutes No. 01/361-PR-NS of 09.06.2022)
	13. Some business matters	<i>Access to information is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market"</i>
	14. Amendments to the Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA	<ol style="list-style-type: none"> 1. To approve amendments to the Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA pursuant to Appendix No. 14-1 to the Minutes 2. To establish that the amendments are to be applied to a compensatory payment to the Chief Executive Officer— Chairman of the Executive Committee for the second half of 2023 in the amount determined in accordance with the Methodology for Calculating Compensatory Payments to the Members of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of the Company

	15. Compensatory payments to the members of the Executive Committee of PJSC ALROSA for H2 2023	<p>1. To set the payment coefficient (PC) for calculating the amounts of compensatory payments for the second half of 2023 to the members of the Executive Committee of PJSC ALROSA at 1.148934, and at 1.06 to the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA</p> <p>2. To accrue compensatory payments to members of the Executive Committee of PJSC ALROSA for H2 2023 in accordance with the Methodology for Calculating Compensatory Payments to the Members of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 28.06.2022 (Minutes No. 01/362-PR-NS of 29.06.2022), taking into account the PC values under point 1 of the decision; the additional compensatory payment for the first half of 2023, taking into account the PC value of 1.0839 approved by the Supervisory Board on 15.08.2023 (Minutes No. 01/388-PR-NS of 16.08.2023), pursuant to Appendix No. 15-1 to the Minutes</p>
Supervisory Board, 12.04.2024, Minutes No. 01/402-PR-NS of 15.04.2024	1. Preliminary approval of the Annual Report of PJSC ALROSA for 2023	To give preliminary approval to the Annual Report of PJSC ALROSA for 2023 pursuant to Appendix No. 1-1 to the Minutes and to recommend that the annual General Meeting of Shareholders of the Company approve the presented Annual Report of PJSC ALROSA
	2. Annual financial statements of PJSC ALROSA for 2023	Having considered the materials provided, including the opinion of the independent auditor pursuant to which the annual financial statements present fairly, in all material respects, the financial position of PJSC ALROSA as at 31 December 2023, its financial performance and cash flows for 2023 in accordance with Russian accounting standards, to propose that the annual General Meeting of Shareholders of PJSC ALROSA approve the annual financial statements of PJSC ALROSA for 2023
	3. Recommendations to the annual General Meeting of Shareholders of PJSC ALROSA on the distribution of profits for 2023, including the amount of dividends on shares in PJSC ALROSA and the procedure for their payment	<p>To recommend that the annual General Meeting of Shareholders of PJSC ALROSA make the following decision:</p> <p>1) To approve the following distribution of net profits of PJSC ALROSA for 2023: net profit for 2023: RUB 83,395,034,374.02 remuneration to members of the Revision Commission of PJSC ALROSA: RUB 2,199,467.00 dividends: RUB 42,643,150,997.70 interim dividends for H1 2023 (paid): RUB 27,765,920,425.10 for 2023 (payable): RUB 14,877,230,572.60 Not to distribute the net profit in the amount of RUB 40,749,683,909.32</p> <p>2) To pay (declare) dividends for 2023 in the amount of 2 (two) rubles 02 (two) kopecks per ordinary registered share in PJSC ALROSA with a par value of 50 kopecks, which totals RUB 14,877,230,572.60 for all ordinary registered shares in PJSC ALROSA To pay dividends in cash. The amount of assessed dividends per shareholder is determined to the nearest kopeck. Dividends to a nominee holder and a trustee being a securities market professional who are registered in the shareholder register shall be paid within 10 working days, while dividends to other persons registered in the shareholder register shall be paid within 25 working days of the date when persons entitled to receive dividends are determined.</p> <p>3) To approve 31 May 2024 as the date when persons entitled to receive dividends are determined</p>
	4. Approval of the list of candidates for election to the Supervisory Board of PJSC ALROSA at the annual General Meeting of	1. To approve the following list of candidates for election to the Supervisory Board of PJSC ALROSA at the annual General Meeting of Shareholders of PJSC ALROSA for 2023: Pavel Bagynanov Evgenia Grigorieva <i>Full name</i>

	Shareholders of PJSC ALROSA for 2023	<p>Andrey Donets Sergey Dyachenko Sergey Ivanov Andrey Lobashev Pavel Marinychev Sergey Mestnikov Alexey Moiseev Aysen Nikolayev Igor Nikolayev Andrey Ryumin Anton Siluanov Petr Fradkov</p> <p>2. To take into consideration the results of the assessment of candidates for the Supervisory Board in terms of their professional qualifications, necessary knowledge, experience, skills and business qualities that meet the current and expected needs of PJSC ALROSA, including for implementation of the Company's strategic goals, making decisions related to the competence of the Supervisory Board, and those required for effective performance of the Board's functions, impeccable business and personal reputation and absence of conflicts of interest, according to Appendix No. 4-1 to the Minutes</p> <p>3. To confirm the compliance of the persons nominated as candidates for the Supervisory Board of PJSC ALROSA with the requirements of clause 5.3 of the Code of Corporate Governance of PJSC ALROSA</p>
	5. Approval of the list of candidates for the Revision Commission of PJSC ALROSA at the annual General Meeting of Shareholders of PJSC ALROSA for 2023	To approve the list of candidates for election to the Audit Commission of PJSC ALROSA at the Annual General Meeting of Shareholders of PJSC ALROSA for 2023
	6. Inclusion of items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA	<p>To include the following items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA:</p> <ul style="list-style-type: none"> - approval of amendments to the Articles of Association of PJSC ALROSA - approval of amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA - approval of amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA
	7. Proposals to the annual General Meeting of Shareholders of PJSC ALROSA	<p>To propose that the annual General Meeting of Shareholders of PJSC ALROSA:</p> <ul style="list-style-type: none"> - to approve amendments to the Articles of Association of PJSC ALROSA pursuant to Appendix No. 7-1 to the Minutes - to approve amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA pursuant to Appendix No. 7-2 to the Minutes - to approve amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA pursuant to Appendix No. 7-3 to the Minutes
	8. Recommendation to the annual General Meeting of Shareholders of PJSC ALROSA on payment of remuneration to the members of the	<p>To recommend that the annual General Meeting of Shareholders of PJSC ALROSA make the following decision on the item "Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA":</p> <p>"To pay remuneration to the members of the Supervisory Board of PJSC ALROSA for the 2023–2024</p>

Supervisory Board of PJSC ALROSA	corporate period (year) in the amount and pursuant to the procedure determined in accordance with the Regulation on Remuneration of the Members of the Supervisory Board of PJSC ALROSA”
9. Recommendation to the annual General Meeting of Shareholders of PJSC ALROSA on payment of remuneration to the members of the Revision Commission of PJSC ALROSA	To recommend that the annual General Meeting of Shareholders of PJSC ALROSA make the following decision on the item “Payment of remuneration to the members of the Revision Commission of PJSC ALROSA”: “To pay remuneration to the members of the Revision Commission of PJSC ALROSA for the 2023–2024 corporate period (year) in the amount and pursuant to the procedure determined in accordance with the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA”
10. Proposal to the annual General Meeting of Shareholders of PJSC ALROSA to appoint the audit firm	To recommend that the annual General Meeting of Shareholders of PJSC ALROSA appoint Limited Liability Company FBK as the auditor of PJSC ALROSA to perform the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the consolidated financial statements of ALROSA Group prepared in accordance with the International Financial Reporting Standards for 2024
11. On approval of the agenda of the annual General Meeting of Shareholders of PJSC ALROSA	To approve the following agenda of the annual General Meeting of Shareholders of PJSC ALROSA: 1. Approval of the Annual Report of PJSC ALROSA 2. Approval of the annual financial statements of PJSC ALROSA 3. Distribution of profits (including payment (declaration) of dividends) and losses for 2023. 4. Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA 5. Payment of remuneration to the members of the Audit Commission of PJSC ALROSA 6. Election of the members of the Supervisory Board of PJSC ALROSA 7. Election of the members of the Audit Commission of PJSC ALROSA 8. Appointment of the audit firm for PJSC ALROSA 9. Approval of amendments to the Articles of Association of PJSC ALROSA 10. Approval of amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA 11. Approval of amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA
12. Convocation of the annual General Meeting of Shareholders of PJSC ALROSA	1. To convene the annual General Meeting of Shareholders of PJSC ALROSA 2. To hold the annual General Meeting of Shareholders of PJSC ALROSA in the form of remote voting 3. To set the closing date for receiving ballots to vote at the annual General Meeting of Shareholders of PJSC ALROSA (date of the meeting) – 20.05.2024 4. To determine that completed ballots may be sent to one of the following postal addresses: PJSC ALROSA, 6 ul. Lenina, Mirny, Republic of Sakha (Yakutia) 678175; JSC VTB Registrar, PO Box 54, Moscow 127137. Electronic ballots can be completed at www.vtbreg.ru and www.e-vote.ru on the Internet or through the Quorum mobile application 5. To decide that in determining the quorum and summing up the voting results at the annual General Meeting of Shareholders of PJSC ALROSA, the votes of the shareholders whose ballots were received or whose electronic ballots were completed no later than 19.05.2024 (inclusive) will be taken into account 6. To approve the date of determining (recording) persons entitled to participate in the annual General Meeting of Shareholders of PJSC ALROSA – 25.04.2024. 7. To determine the following list of information (materials) to be provided to the shareholders in preparation for the General Meeting of Shareholders of PJSC ALROSA: - Annual Report of PJSC ALROSA for 2023 - annual financial statements of PJSC ALROSA for 2023, including the auditor's report

		<ul style="list-style-type: none"> - the opinion of the Revision Commission of PJSC ALROSA on the results of the audit of the Annual Report, annual financial statements of PJSC ALROSA - assessment of the auditor's report by the Audit Committee of the Supervisory Board of PJSC ALROSA; - the opinion of PJSC ALROSA's Internal Audit Department - justification of the proposed distribution of net profit and assessment of its compliance with the adopted dividend policy / justification of the amount of dividends and assessment of its compliance with the dividend policy - information on candidates to the Supervisory Board and the Revision Commission of PJSC ALROSA, including information on the availability of written consent of the nominated candidates for election to the Supervisory Board and the Revision Commission of PJSC ALROSA <ul style="list-style-type: none"> - information on the candidate for the audit firm of PJSC ALROSA - report on major and interested-party transactions performed by PJSC ALROSA in 2023 - amendments to the Articles of Association of PJSC ALROSA - amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA - amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA - comparative table of amendments to the Articles of Association of PJSC ALROSA - comparative table of amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA - comparative table of amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA - recommendations of the Supervisory Board of PJSC ALROSA on items on the agenda of the annual General Meeting of Shareholders of PJSC ALROSA - draft decisions on the agenda items of the annual General Meeting of Shareholders of PJSC ALROSA and explanatory notes thereto <p>The above information (materials) is disclosed and/or provided in preparation for the annual General Meeting of Shareholders of PJSC ALROSA in a limited amount and/or in the amount required by Russian law.</p> <p>Shareholders can read the materials provided in preparation for the annual General Meeting of Shareholders from 20.04.2024 to 19.05.2024 on business days from 09:00 to 17:00 at the following addresses: 24 Ozerkovskaya Naberezhnaya, Moscow, PJSC ALROSA; 6 ul. Lenina, Mirny, Republic of Sakha (Yakutia), PJSC ALROSA, and on the Company's website at www.alrosa.ru starting from 20.04.2024</p> <p>8. To approve the form and text of the notice of the annual General Meeting of Shareholders of PJSC ALROSA pursuant to Appendix No. 12-1 to the Minutes To inform the persons entitled to participate in the annual General Meeting of Shareholders of the Company of the annual General Meeting of Shareholders of the Company by placing the notice on the Company's website www.alrosa.ru in the section "Investors/For shareholders" no later than 20.04.2024</p> <p>9. To approve the form and text of the ballots for voting at the annual General Meeting of Shareholders pursuant to Appendices Nos. 12-2–12-4 to the Minutes.</p> <p>The ballots should be sent to the persons entitled to participate in the annual General Meeting of Shareholders of PJSC ALROSA no later than on 29.04.2024 To use the wording of the decisions from the ballots to send them in electronic form (in the form of electronic documents) to nominee shareholders registered in the shareholder register</p>
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Supervisory Board, 19.04.2024, Minutes No. 01/403-PR-NS of 22.04.2024	1. Some business matters	To approve the amendments to the implementation of the long-term bonus program for management of PJSC ALROSA pursuant to Appendix No. 1-1 to the Minutes
	2. Transfer of a sponsorship agreement to a special-purpose financing agreement	<i>Access to information is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market"</i>
Supervisory Board, 14.05.2024, Minutes No. 01/404-PR-NS of 15.05.2024	1. Some business matters	To approve that the business entity votes its shares in PJSC ALROSA constituting the assets of the business entity on the agenda item of the annual General Meeting of Shareholders of PJSC ALROSA on 20.05.2024 "Election of the Revision Commission members of PJSC ALROSA" for each candidate for the Revision Commission of PJSC ALROSA, the list of which was approved by the Supervisory Board of the Company on 12.04.2024 (Minutes No. 01/402-PR-NS of 15.04.2024)
Supervisory Board, 15.05.2024, Minutes No. 01/405-PR-NS of 16.05.2024	1. Approval of the Regulation on Charity, Other Gratuitous Transactions, and Sponsorship of PJSC ALROSA as amended	1. To approve the new version of the Regulation on Charity, Other Gratuitous Transactions, and Sponsorship of PJSC ALROSA pursuant to Appendix No. 1-1 to the Minutes 2. To invalidate the Regulation on Charity, Other Gratuitous Transactions, and Sponsorship of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 25.09.2020 (Minutes No. 01/321-PR-NS of 28.09.2020)
	2. Amendment of internal documents	1. To amend the Program to Divest Non-Core Assets of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA (Minutes No. 01/396-PR-NS dated 29.12.2023) by changing the wording of the Register of Non-Core Assets (Appendix No. 1 to the Program) pursuant to Appendix No. 2-1 to the Minutes 2. To amend the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2024 approved by the Supervisory Board of PJSC ALROSA (Minutes No. 01/396-PR-NS dated 29.12.2023) by changing the wording of the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2024 pursuant to Appendix No. 2-2 to the Minutes
	3. Report on the Progress of the Program to Divest Non-Core Assets in Q1 2024	To take into account the Report on the Progress of the Program to Divest Non-Core Assets in Q1 2024
	4. Compliance of candidates nominated to the Supervisory Board of PJSC ALROSA with the independence criteria	1. To recognize that the following candidates for election to the Supervisory Board of PJSC ALROSA meet the independence criteria determined in accordance with the Listing Rules of PJSC Moscow Exchange: Sergey Dyachenko, Andrey Donets 2. Being guided by the reasoned grounds attached to the decision (Appendix No. 4-1 to the Minutes), to recognize that the candidate nominated to the Supervisory Board of PJSC ALROSA to be elected at the annual General Meeting of Shareholders for 2023, Evgenia Grigorieva, is independent despite the formal criterion of affiliation with PJSC ALROSA, since such affiliation does not affect the candidate's ability to make independent, objective and good faith judgments
Supervisory Board, 19.05.2024, Minutes No. 01/406-PR-NS of 19.05.2024	1. Placement of bonds	To place book-entry interest-bearing non-convertible bonds of PJSC ALROSA on the material terms specified in Appendix No. 1-1 to the Minutes
Supervisory Board, 13.06.2024, Minutes	1. Election of the Chairman of the Supervisory Board of PJSC ALROSA	To elect Anton Siluanov as Chairman of the Supervisory Board of PJSC ALROSA

No. 01/407-PR-NS of 14.06.2024	2. Election of the First Deputy Chairman of the Supervisory Board of PJSC ALROSA	To elect Aysen Nikolayev as First Deputy Chairman of the Supervisory Board of PJSC ALROSA
	3. Election of the Deputy Chairman of the Supervisory Board of PJSC ALROSA	To elect Sergey Ivanov as Deputy Chairman of the Supervisory Board of PJSC ALROSA
	4. The HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA	1. To elect the following people as members of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA: - Evgenia Grigorieva - Andrey Donets - Sergey Dyachenko - Igor Nikolayev 2. To elect Evgenia Grigorieva as Chairman of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA
	5. Audit Committee of the Supervisory Board of PJSC ALROSA	1. To elect the following people as members of the Audit Committee of the Supervisory Board of PJSC ALROSA: - Evgenia Grigorieva - Andrey Donets - Sergey Dyachenko 2. To elect Sergey Dyachenko as Chairman of the Audit Committee of the Supervisory Board of PJSC ALROSA
	6. Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA	1. To elect the following people as members of the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA: - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> - <i>Full name</i> 2. To elect [<i>Full name</i>] as Chairman of the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA
	7. Approval of the Methodology for Calculating the Labor Productivity Indicator of PJSC ALROSA	To approve the Methodology for Calculating the Labor Productivity Indicator of PJSC ALROSA pursuant to Appendix No. 7-1 to the Minutes

	8. Approval of the report on the achievement of individual targets in Q1 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on the achievement of individual targets in Q1 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA pursuant to Appendix No. 8-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q1 2024 at 1.3 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05.03.2022, Minutes No. 01/353-PR-NS)
	9. Some business matters	<i>Access to information is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market""</i>
	10. Determination of the auditor's fee	To set the auditor's fee of Limited Liability Company FBK for the services indicated in Appendix No. 10-1 to the Minutes at RUB 4,116,000 (four million one hundred sixteen thousand rubles), including VAT at the rate established by the effective legislation of the Russian Federation
	11. The exit of PJSC ALROSA from ALROSA BELGIUM NV through liquidation (bankruptcy proceedings)	To approve the exit of PJSC ALROSA from ALROSA BELGIUM NV through liquidation (bankruptcy proceedings)
Supervisory Board, 20.06.2024, Minutes No. 01/408-PR-NS of 20.06.2024	1. Approval of the Strategy, Long-Term Development Program and Long-Term Investment Program of ALROSA Group for 2024–2028	1. To approve the Strategy of ALROSA Group for 2024–2028 pursuant to Appendix No. 1-1 to the Minutes 2. To approve the Long-Term Development Program of ALROSA Group for 2024–2028 pursuant to Appendix No. 1-2 to the Minutes 3. To approve the Long-Term Investment Program of ALROSA Group for 2024–2028 pursuant to Appendix No. 1-3 to the Minutes 4. To revoke the Strategy of ALROSA Group for 2023–2027 approved by the Supervisory Board of PJSC ALROSA on 28.06.2023 (Minutes No. 01/383-PR-NS dated 29.06.2023) 5. To revoke the Long-Term Development Program of ALROSA Group for 2023–2027 approved by the Supervisory Board of PJSC ALROSA on 28.06.2023 (Minutes No. 01/383-PR-NS dated 29.06.2023) 6. To revoke the Long-Term Investment Program of ALROSA Group for 2023–2027 approved by the Supervisory Board of PJSC ALROSA on 28.06.2023 (Minutes No. 01/383-PR-NS dated 29.06.2023)
	2. Stance of PJSC ALROSA on an agenda item for a meeting of the Board of Directors of a subsidiary of PJSC ALROSA	To establish a stance of PJSC ALROSA on the agenda item of a meeting of the Board of Directors of a subsidiary that approves subsidiary's participation in other company by acquiring a 100% share in the authorized capital at a price not exceeding the market value defined according to an independent appraiser's report
Supervisory Board, 05.07.2024, Minutes No. 01/409-PR-NS of 08.07.2024	1. Results of procurement activity of ALROSA Group for Q1 2024	To take into consideration the information on the results of procurement activity of ALROSA Group for Q1 2024 pursuant to Appendix No. 1-1 to the Minutes
	2. Consideration of information on the implementation of the 2021–2024 Digital Transformation Strategy of PJSC ALROSA for 2023	To take into consideration information on the implementation of the 2021–2024 Digital Transformation Strategy of PJSC ALROSA for 2023 pursuant to Appendix No. 2-1 to the Minutes
	3. Discussion of action plans to improve the risk management and internal control system	1. To approve the action plan to improve the risk management system of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes 2. To approve the action plan to improve the internal control system of PJSC ALROSA pursuant to Appendix No. 3-2 to the Minutes 3. For Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA, to ensure the

		implementation of the action plan to improve the risk management system of PJSC ALROSA and the action plan to improve the internal control system of PJSC ALROSA pursuant to appendices No. 3-1 and No. 3-2 to the Minutes
	4. Pavel Marinychev's combination of his position as the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA with positions in the management bodies of other companies	To approve Pavel Marinychev's combination of his position as the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA with positions in the management bodies of other companies
	5. Approval of a gratuitous transaction	To approve a gratuitous transaction (contract on the charitable transfer of property) on the material terms pursuant to Appendix No. 5-1 to the Minutes
	6. Some business matters	<i>Access to information is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market""</i>
	7. Approval of the Work Plan of the Supervisory Board of PJSC ALROSA for the 2024–2025 corporate year	To approve the Work Plan of the Supervisory Board of PJSC ALROSA for the 2024–2025 corporate year pursuant to Appendix No. 7-1 to the Minutes
Supervisory Board, 19.07.2024, Minutes No. 01/410-PR-NS of 22.07.2024	Provision of financial statements, issuer reports and other information to the Ministry of Finance of Russia, Rosimushchestvo and the Federal Tax Service of Russia	To instruct Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA: 1. to submit to the Ministry of Finance of Russia and Rosimushchestvo: a) interim (taking into account the actual frequency of its preparation) and annual financial statements of PJSC ALROSA prepared in accordance with Federal Law No. 402-FZ of 6 December 2011 "On Accounting" (hereinafter the "financial statements"), as well as the auditor's report on the annual financial statements of PJSC ALROSA, pursuant to the requirements indicated in section 1 of Appendix No. 1-1 to the Minutes; b) interim (taking into account the actual frequency of its preparation) and annual consolidated financial statements of PJSC ALROSA prepared in accordance with Federal Law No. 208-FZ of 27 July 2010 "On Consolidated Financial Statements" (hereinafter the "consolidated financial statements"), as well as the auditor's report on the annual consolidated financial statements of PJSC ALROSA, pursuant to the requirements indicated in section 2 of Appendix 1-1 to the Minutes; c) issuer reports of PJSC ALROSA for 6 and 12 months provided by PJSC ALROSA to the Bank of Russia in accordance with the requirements indicated in section 3 of Appendix 1-1 to the Minutes; 2. to submit to the Ministry of Finance of Russia information on certain indicators on the basis of which the consolidated financial statements of PJSC ALROSA are prepared, no later than 14 calendar days following the day of the relevant request of the Ministry of Finance of Russia; 3. to submit to the Federal Tax Service of Russia the interim financial statements of PJSC ALROSA for the first quarter, six months and 9 months of the reporting year in accordance with the requirements indicated in Appendix No. 1-2 to the Minutes; 4. to submit to the Ministry of Finance of Russia, the Federal Tax Service of Russia and Rosimushchestvo information on the holding of a meeting of the Supervisory Board of PJSC ALROSA and consideration of the matter "On the submission of financial statements, issuer reports and other information to the Ministry of

		Finance of Russia, Rosimushchestvo and the Federal Tax Service of Russia" no later than 10 days from the date of its holding
Supervisory Board, 31.07.2024, Minutes No. 01/411-PR-NS of 01.08.2024	1. Removal from office of a member of the Executive Committee of PJSC ALROSA	To remove [Full name] from the Executive Committee upon his written request
	2. Election of a member of the Executive Committee of PJSC ALROSA	To elect [Full name] to the Executive Committee of PJSC ALROSA
	3. Approval of the material terms of the employment contract with a member of the collegial executive body of PJSC ALROSA	To approve the material terms of the employment contract with [Full name] elected to the Executive Committee of PJSC ALROSA, in accordance with Appendix No. 3-1 to the Minutes
	4. Supplementary agreement to the employment contract with a member of the collegial executive body of PJSC ALROSA	To approve the conclusion of a supplementary agreement to the employment contract with member of the collegial executive body of PJSC ALROSA [Full name] (member of the Executive Committee), designating a monthly allowance equivalent to 10% of the official salary for handling information classified as a state secret. The supplementary agreement to the employment contract with member of the collegial executive body of PJSC ALROSA [Full name] (member of the Executive Committee) will be applicable to the relations between the parties from 1 August 2024
	5. Approval of ALROSA Group's Sustainability Report for 2023	To approve ALROSA Group's Sustainability Report for 2023 pursuant to Appendix No. 5-1 to the Minutes
Supervisory Board, 19.08.2024, Minutes No. 01/412-PR-NS of 20.08.2024	1. Determination of the auditor's fee	To set the auditor's fee of Limited Liability Company FBK for the services indicated in Appendix No. 1-1 to the Minutes at RUB 840,000 (eight hundred forty thousand), including VAT at the rate established by the effective legislation of the Russian Federation
	2. Report on the Progress of the Program to Divest Non-Core Assets of PJSC ALROSA in Q2 2024	To take into consideration the Report on the Progress of the Program to Divest Non-Core Assets of PJSC ALROSA in Q2 2024
	3. Approval of the report on the achievement of individual targets in Q2 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	To approve the report on the achievement of individual quarterly indicators and assessment of performance (performance of functional duties) of the Corporate Secretary for Q2 2024 (cumulative total) pursuant to Appendix No. 3-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q2 2024 at 1.3 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05.03.2022, Minutes No. 01/353-PR-NS)
	4. Updating the Standard for Assessment of Implementation of the Long-Term Development Program of ALROSA Group and Fulfillment of Key Performance Indicators and the Terms of Reference for Assessment of Implementation of the Long-Term Development Program of ALROSA	1. To approve the new version of the Standard for Assessment of Implementation of the Long-Term Development Program of ALROSA Group and Fulfillment of Key Performance Indicators pursuant to Appendix No. 4-1 to the Minutes 2. To approve the new version of the Terms of Reference for Assessment of Implementation of the Long-Term Development Program of ALROSA Group and Fulfillment of Key Performance Indicators pursuant to Appendix No. 4-2 to the Minutes

	Group and Fulfillment of Key Performance Indicators	
	5. Some business matters	<p>1. To authorize Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA, to sign contracts, including supplementary agreements thereto, with members of the Executive Committee of PJSC ALROSA on the terms and conditions approved by the Supervisory Board of PJSC ALROSA necessary to perform the functions of a member of the collegial executive body of PJSC ALROSA as stipulated by the legislation of the Russian Federation and internal regulatory documents of PJSC ALROSA approved by the General Meeting of Shareholders and the Supervisory Board of PJSC ALROSA</p> <p>2. To determine that this decision is valid for the term of office of Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA, starting from 18.05.2023</p>
	6. Transfer of a sponsorship agreement to a donation agreement	<p><i>Access to information is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market""</i></p>
	7. External assessment of the performance of the Supervisory Board of PJSC ALROSA	<p>1. To conduct an external assessment of the performance of the Supervisory Board of PJSC ALROSA</p> <p>2. To approve JSC VTB Registrar as an external organization (consultant) to perform an external assessment of the performance of the Supervisory Board of PJSC ALROSA</p>
<p>Supervisory Board, 26.08.2024, Minutes No. 01/413-PR-NS of 27.08.2024</p>	1. Approval of the agenda of the extraordinary General Meeting of Shareholders of PJSC ALROSA	<p>To approve the following agenda of the extraordinary General Meeting of Shareholders of PJSC ALROSA:</p> <p>1. Payment of dividends for H1 2024, the amount of dividends, the dates and the form of their payment, and the date when persons entitled to receive dividends are determined</p>
	2. Recommendations to the extraordinary General Meeting of Shareholders of PJSC ALROSA on the amount of dividends for H1 2024, the dates and the form of their payment, and the date when persons entitled to receive dividends are determined	<p>To recommend that the extraordinary General Meeting of Shareholders of PJSC ALROSA make the following decision:</p> <p>1) To pay (declare) interim dividends for the first half of 2024 in the amount of 2 (two) roubles 49 (forty-nine) kopecks per ordinary registered share of PJSC ALROSA with a par value of 50 kopecks, which is equal to RUB 18,338,764,418.70 for all ordinary registered shares of PJSC ALROSA.</p> <p>To pay dividends in cash.</p> <p>The amount of assessed dividends per shareholder is determined to the nearest kopeck.</p> <p>Dividends to a nominee holder and a trustee being a securities market professional who are registered in the shareholder register shall be paid within 10 working days, while dividends to other persons registered in the shareholder register shall be paid within 25 working days of the date when persons entitled to receive dividends are determined.</p> <p>2) To approve 19 October 2024 as the date on which persons entitled to receive dividends are determined</p>
	3. Convocation of the extraordinary General Meeting of Shareholders of PJSC ALROSA	<p>1. To convene the extraordinary General Meeting of Shareholders of PJSC ALROSA</p> <p>2. To hold the extraordinary General Meeting of Shareholders of PJSC ALROSA in the form of remote voting</p> <p>3. To set the closing date for receiving ballots to vote at the extraordinary General Meeting of Shareholders of PJSC ALROSA – 30 September 2024</p> <p>4. To determine that completed ballots may be sent to one of the following postal addresses: PJSC ALROSA, 6 ul. Lenina, Mirny, Republic of Sakha (Yakutia) 678175; JSC VTB Registrar, PO Box 54, Moscow 127137. Electronic ballots can be completed at www.vtbreg.ru and www.e-vote.ru on the Internet or through the Quorum mobile application</p> <p>5. To decide that in determining the quorum and summing up the voting results the votes cast in paper and electronic ballots received at the above-mentioned addresses and the voting instructions shall be taken into</p>

		<p>account if the relevant declarations of intent have been received by 29 September 2024 inclusive</p> <p>6. To approve the date of determining (recording) persons entitled to participate in the extraordinary General Meeting of Shareholders of PJSC ALROSA – 06 September 2024</p> <p>7. To determine the following list of information (materials) to be provided to persons entitled to participate in the extraordinary General Meeting of Shareholders in preparation for the extraordinary General Meeting of Shareholders of PJSC ALROSA:</p> <ul style="list-style-type: none"> - draft decision on the agenda item of the extraordinary General Meeting of Shareholders of PJSC ALROSA - recommendations of the Supervisory Board of PJSC ALROSA on the agenda item of the extraordinary General Meeting of Shareholders of PJSC ALROSA, including the amount of dividends on the Company's shares and the procedure for their payment - substantiation of the amount of dividends and assessment of its compliance with the dividend policy. <p>Shareholders can read the materials provided in preparation for the extraordinary General Meeting of Shareholders from 30.08.2024 to 29.09.2024 inclusive on business days from 09:00 to 17:00 at the following address: 6 ul. Lenina, Mirny, Republic of Sakha (Yakutia), PJSC ALROSA, and on the Company's website at www.alrosa.ru starting from 30.08.2024</p> <p>8. To approve the form and text of the notice of the extraordinary General Meeting of Shareholders of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes To inform the persons entitled to participate in the extraordinary General Meeting of Shareholders of the Company of the extraordinary General Meeting of Shareholders of the Company by placing the notice on the Company's website www.alrosa.ru in the section "General Meeting of Shareholders" no later than 30 August 2024</p> <p>9. To approve the form and text of the ballot for voting at the extraordinary General Meeting of Shareholders pursuant to Appendix No. 3-2 to the Minutes.</p> <p>The ballots should be sent to the persons entitled to participate in the extraordinary General Meeting of Shareholders of PJSC ALROSA no later than on 09 September 2024 To use the wording of the decisions from the ballot to send them in electronic form (in the form of electronic documents) to nominee shareholders registered in the shareholder register</p>
Supervisory Board, 20.09.2024, Minutes No. 01/414-PR-NS of 23.09.2024	1. Results of procurement activity of ALROSA Group for H1 2024.	To take into consideration the information on the results of procurement activity of ALROSA Group for H1 2024 pursuant to Appendix No. 1-1 to the Minutes
	2. Possible transition of PJSC ALROSA and its subsidiaries to tax control in the form of tax monitoring	To take into consideration the information on possible transition of PJSC ALROSA and its subsidiaries to tax control in the form of tax monitoring, taking into account the provisions of Article 105.26 of the Tax Code of the Russian Federation No. 146-FZ dated 31 July 1998
Supervisory Board, 16.10.2024, Minutes No. 01/415-PR-NS of 17.10.2024	1. Approval of the terms of a supplementary agreement	To approve the terms of Supplementary Agreement No. 4 to Agreement on Services for Keeping the Register of Registered Securities Owners No. 114 dated 06.05.2015 with JSC VTB Registrar pursuant to Appendix No. 1-1 to the Minutes
	2. Approval of the new version of the Regulation on the Quality Management System of PJSC ALROSA	To approve the new version of the Regulation on the Quality Management System of PJSC ALROSA pursuant to Appendix No. 2-1 to the Minutes
	3. Consideration of the results of work using the Quality Management System of PJSC ALROSA	To take note of the results of work using the Quality Management System of PJSC ALROSA described in the Report for Analysis of the Functioning of the Quality Management System by the senior management of PJSC ALROSA for 2023 (Appendix 3-1 to the Minutes)

	4. Approval of the Regulation on the Development (Update) and Implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA	<p>1. To approve the Regulation on the Development (Update) and Implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA pursuant to Appendix 4-1 to the Minutes</p> <p>2. To invalidate the Regulation on the Procedure for Developing and Implementing the Innovative Development and Technological Modernization Program of PJSC ALROSA approved by the decision of the Supervisory Board of PJSC ALROSA on 19.11.2015, Minutes No. A01/237-PR-NS of 24.11.2015</p>
	5. Approval of the initial (maximum) price for audit services in the context of holding an electronic tender "For the right to conclude a contract to perform a statutory audit of financial statements of PJSC ALROSA prepared in accordance with Russian laws and consolidated financial statements of ALROSA Group prepared in accordance with International Financial Reporting Standards for 2025–2027," with substantiation of the calculation of the initial (maximum) price	<p>1. To approve the following initial (maximum) price for audit services in the context of holding an electronic tender "For the right to conclude a contract to perform a statutory audit of financial statements of PJSC ALROSA prepared in accordance with Russian laws and consolidated financial statements of ALROSA Group prepared in accordance with International Financial Reporting Standards for 2025–2027": RUB 177,924,000 (one hundred seventy-seven million nine hundred twenty-four thousand rubles), incl. VAT, for three years (2025–2027), including:</p> <p>for 2025 – RUB 58,743,000, incl. VAT, for 2026 – RUB 59,340,500, incl. VAT, for 2027 – RUB 59,840,500, incl. VAT.</p> <p>The fees include:</p> <ul style="list-style-type: none"> - audit of the annual financial statements of PJSC ALROSA prepared in accordance with Russian legislation for 2025, 2026 and 2027, as well as a review of the interim financial statements of PJSC ALROSA prepared in accordance with Russian legislation for 6 months of 2025, 2026 and 2027 in rubles; - audit of the disclosed annual financial statements of PJSC ALROSA prepared in accordance with Russian legislation for 2025, 2026 and 2027; - audit of the annual consolidated financial statements of ALROSA Group prepared in accordance with IFRS for 2025, 2026 and 2027 in rubles and in US dollars, as well as review of the interim consolidated financial statements of ALROSA Group prepared in accordance with IFRS based on the results of 6 months of 2025, 2026 and 2027 in rubles; - audit of the disclosed annual consolidated financial statements of ALROSA Group prepared in accordance with IFRS for 2025, 2026 and 2027 in rubles, as well as review of the disclosed interim condensed consolidated financial statements of ALROSA Group prepared in accordance with IFRS for the 6 months of 2025, 2026 and 2027 in rubles. <p>The price includes travel and out-of-pocket expenses. The VAT shall be paid at the rate established by Russian laws.</p> <p>2. To approve the substantiation of the initial (maximum) price for 2025–2027 pursuant to Appendix No. 5-1 to the Minutes</p>
	6. Approval of a transaction	<p>1. To determine the price of the transaction between PJSC ALROSA and other business entity in the amount specified in Appendix No. 6-1 to the Minutes</p> <p>2. To approve the transaction between PJSC ALROSA and other business entity on the material terms specified in Appendix No. 6-2 to the Minutes</p>
Supervisory Board, 30.10.2024, Minutes No. 01/416-PR-NS of 01.11.2024	1. Approval of the 2035 ALROSA Group Environmental and Climate Strategies	<p>1. To approve the 2035 ALROSA Group Environmental Strategy pursuant to Appendix No. 1-1 to the Minutes</p> <p>2. To approve the 2035 ALROSA Group Climate Strategy pursuant to Appendix No. 1-2 to the Minutes</p>
	2. Report on the Progress of the Program to Divest Non-Core Assets in Q3 2024	To take into account the Report on the Progress of the Program to Divest Non-Core Assets in Q3 2024

Supervisory Board, 14.11.2024, Minutes No. 01/417-PR-NS of 15.11.2024	1. Approval of the new version of the Regulation on Procurement of ALROSA Group	1. To approve the new version of the Regulation on Procurement of ALROSA Group (hereinafter the “Regulation”) and put it into effect from 01.01.2025 pursuant to Appendix No. 1-1 to the Minutes 2. To specify that the Regulation applies to procurement procedures that start on the effective date of the Regulation (the start date of a procurement procedure is the date when the procurement notice is posted in the unified information system for procurement of goods, work, services for state and municipal needs (UIS)) 3. To specify that the procurement procedures that started before the effective date of the Regulation are governed by the Regulation on Procurement of ALROSA Group approved by the decision of the Supervisory Board of the Company on 28.12.2023 (Minutes No. 01/396-PR-NS dated 29.12.2023) 4. To revoke from 01.01.2025 the Regulation on Procurement of ALROSA Group approved by the decision of the Supervisory Board of the Company on 28.12.2023 (Minutes No. 01/396-PR-NS dated 29.12.2023), as subsequently amended, except for the case specified in clause 3 of this decision 5. For Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA Pavel Marinychev – within 15 (fifteen) days of the date of posting the Regulation in the UIS, to ensure that the subsidiaries join the Regulation in accordance with the relevant decision of the authorized management body of the subsidiary (board of directors, single-person executive body, meeting of participants or other)
	2. Approval of the report on the achievement of individual targets in Q3 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on achievement of individual quarterly indicators and assessment of performance (performance of functional duties) of the Corporate Secretary for Q3 2024 (cumulative total) pursuant to Appendix No. 2-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q3 2024 at 1.3 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05.03.2022, Minutes No. 01/353-PR-NS)
Supervisory Board, 17.12.2024, Minutes No. 01/418-PR-NS of 18.12.2024	Participation of PJSC ALROSA in other entities	1. To approve the exit of PJSC ALROSA from the business entity
Supervisory Board, 20.12.2024, Minutes No. 01/419-PR-NS of 23.12.2024	1. Results of procurement activity of ALROSA Group for 9M 2024	To take into consideration the information on the results of procurement activity of ALROSA Group for 9M 2024 pursuant to Appendix No. 1-1 to the Minutes
	2. Approval of the Regulation on the Development, Approval and Revision (Update) of ALROSA Group’s Development Strategy	To approve the Regulation on the Development, Approval and Revision (Update) of ALROSA Group’s Development Strategy pursuant to Appendix No. 2-1 to the Minutes
	3. Introduction of amendments to internal documents of PJSC ALROSA	1. To approve the amendments to the Regulation on the System of Key Performance Indicators of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes 2. To approve the amendments to the Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA pursuant to Appendix No. 3-2 to the Minutes 3. To approve the amendments to the Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA pursuant to Appendix No. 3-3 to the Minutes 4. To determine that the amendments to clauses 2.1, 4.2 – 4.4, 4.7, 6.1 of the Regulation on the System of Key Performance Indicators of PJSC ALROSA, clause 2.1.1 of the Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA, clauses 2.1.1 and 5.3.1 of the Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA will enter into

		force from the approval by the Supervisory Board of PJSC ALROSA of the ALROSA Group Development Strategy
	4. Approval of individual quarterly and annual KPIs for the Corporate Secretary of PJSC ALROSA for 2025	To approve individual quarterly and annual KPIs for the Corporate Secretary of PJSC ALROSA for 2025 pursuant to Appendix No. 4-1 to the Minutes
	5. Approval of a transaction	1. To approve the transaction on the material terms specified in Appendix No. 5-1 to the Minutes 2. In accordance with point 15.9 of the Regulations on the Disclosure of Information by Issuers of Issuable Securities approved by the Central Bank of the Russian Federation dated 27.03.2020 No. 714-P, not to disclose information on the terms of the transaction, as well as on the party being the beneficiary in the notice of a material fact regarding certain decisions taken by the Supervisory Board
	6. Approval of a transaction	1. To approve the transaction on the material terms specified in Appendix No. 6-1 to the Minutes 2. In accordance with point 15.9 of the Regulations on the Disclosure of Information by Issuers of Issuable Securities approved by the Central Bank of the Russian Federation dated 27.03.2020 No. 714-P, not to disclose information on the terms of the transaction, as well as on the party being the beneficiary in the notice of a material fact regarding certain decisions taken by the Supervisory Board
	7. Approval of interested-party transactions	In accordance with clause 16 of Article 30 of Federal Law No. 39-FZ dated 22 April 1996 "On the Securities Market," not to disclose information on the terms and parties (beneficiaries) of the transactions specified in clauses 1-17 of this decision until they are performed
	8. Information on implementation of the Information Policy of PJSC ALROSA in 2024	To take into consideration the information on implementation of the Information Policy of PJSC ALROSA in 2024
	9. Amendments to the Program to Divest Non-Core Assets of PJSC ALROSA	To approve the new version of the Program to Divest Non-Core Assets of PJSC ALROSA pursuant to Appendix No. 9-1 to the Minutes
	10. Approval of the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2025	To approve the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2025 pursuant to Appendix No. 10-1 to the Minutes
	11. Approval of a new version of the Methodology for Calculating the Labor Productivity Indicator	To approve and put into effect from 01.01.2025 a new version of the Methodology for Calculating the Labor Productivity Indicator of PJSC ALROSA pursuant to Appendix No. 11-1 to the Minutes
Supervisory Board, 23.12.2024, Minutes No. 01/420-PR-NS of 24.12.2024	1. Approval of the Consolidated Budget of PJSC ALROSA and the target KPIs for ALROSA Group for 2025	1. To approve the Consolidated Budget of PJSC ALROSA for 2025 pursuant to Appendix No. 1-1 to the Minutes 2. To approve the target KPIs of ALROSA Group for 2025 pursuant to Appendix No. 1-2 to the Minutes 3. To authorize Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA Pavel Marinychev to present in June 2025 for the consideration of the Supervisory Board of PJSC ALROSA, a progress report on the implementation of the Consolidated Budget of PJSC ALROSA and a forecast of the implementation of the Consolidated Budget of PJSC ALROSA for 2025, with proposals, if necessary, on corrective measures taking into account the degree to which external risk factors can materialize
	2. Approval of gratuitous transactions and sponsorship contracts stipulated in the	1. To approve the limit on social expenses of ALROSA Group for 2025, including the limit on the provision of charitable assistance, other types of gratuitous transactions and sponsorship activities for 2025, pursuant to Appendix No. 2-1 to the Minutes

	Consolidated Budget of PJSC ALROSA for 2025	<p>2. To approve the performance of transactions stipulated in the budget for the provision of charitable assistance, other types of gratuitous transactions and sponsorship activities for 2025, in accordance with Appendix No. 2-2 to the Minutes</p> <p>3. To authorize Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA Pavel Marinychev to present in June 2025 for the consideration of the Supervisory Board of PJSC ALROSA, a report on the implementation of the budget for the provision of charitable assistance, other types of gratuitous transactions and sponsorship activities for 2025, with proposals, if necessary, on its clarification</p>
	3. Approval of a draft ALROSA Group Development Strategy for 2025–2029	<p>1. To approve a draft ALROSA Group Development Strategy for 2025–2029 pursuant to Appendix No. 3-1 to the Minutes</p> <p>2. To instruct Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA:</p> <ul style="list-style-type: none"> - to send the draft ALROSA Group Development Strategy for 2025–2029 to state authorities for approval in accordance with the established procedure; - upon agreement, to submit the final draft of the ALROSA Group Development Strategy for 2025–2029 to the Supervisory Board of PJSC ALROSA for the purpose of approval no later than 31.03.2025 according to the established procedure
	4. Approval of the new version of the Regulation on the Financial Policy of PJSC ALROSA	To approve the new version of the Regulation on the Financial Policy of PJSC ALROSA pursuant to Appendix No. 4-1 to the Minutes
Supervisory Board, 27.12.2024, Minutes No. 01/421-PR-NS of 28.12.2024	1. Approval of the ALROSA Group Sustainability Programme for 2025–2029	<p>1. To approve the ALROSA Group Sustainability Programme for 2025–2029 pursuant to Appendix No. 1-1 to the Minutes</p> <p>2. To revoke the ALROSA Group Sustainability Programme for 2021–2025 approved by decision of the Supervisory Board of PJSC ALROSA of 15.06.2021 (Minutes No. 01/335-PR-NS of 15.06.2021)</p> <p>3. To instruct Pavel Marinychev, Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA, to approve in the first quarter of 2025 the Action Plan for 2025–2026 for the implementation of the Sustainability Programme, taking into account the recommendations</p>
	2. Approval of the Work Plan of the Internal Audit Department of PJSC ALROSA for 2025, and information on the key performance indicators of the Internal Audit Department for 2025	<p>1. To approve the Work Plan of the Internal Audit Department of PJSC ALROSA for 2025 pursuant to Appendix No. 2-1 to the Minutes</p> <p>2. To approve the key performance indicators of the Internal Audit Department of PJSC ALROSA for 2025 pursuant to Appendix No. 2-2 to the Minutes</p>

Meetings of the Audit Committee

Minutes No. 115 dated 26.02.2024 (in-person)

1. Annual consolidated financial statements of PJSC ALROSA prepared in accordance with IFRS for 2023
2. Approval of the Regulation on Charity, Other Gratuitous Transactions, and Sponsorship of PJSC ALROSA as amended
3. Report on the Progress of the Program to Divest Non-Core Assets in Q4 2023
4. Consideration of the report on compliance with the principles and recommendations of the Corporate Governance Code.
5. Approval of the report on interested-party transactions concluded by PJSC ALROSA in 2023
6. The exit of PJSC ALROSA from business entity
7. Approval of the material terms of the procedure for selling shares in business entity

Minutes No. 116 dated 20.03.2024 (in absentia)

1. Annual financial statements of PJSC ALROSA for 2023
2. Assessment of audit reports, the efficiency of the external audit process and the independence of the external auditor
3. Proposal to the annual General Meeting of Shareholders of PJSC ALROSA to appoint the audit firm

Minutes No. 117 dated 27.03.2024 (in-person)

1. Opinion and Report of the Revision Commission of PJSC ALROSA on the review of PJSC ALROSA's financial and business activities for 2023
2. Results of procurement activity of ALROSA Group for 2023
3. Approval of the Annual Critical Risk Report for 2023 and approval of the Action Plan to Minimize Critical Risks for 2024
4. Approval of the updated risk appetite of PJSC ALROSA
5. Approval of the reports on the results of assessing the reliability and efficiency of the risk management and internal control system and corporate governance practices of PJSC ALROSA for 2023
6. Consideration of the report on the performance of the Internal Audit Department of PJSC ALROSA for 2023.
7. Approval of updated key performance indicators of the Internal Audit Department of PJSC ALROSA for 2024
8. Approval of the report on implementation of the Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2023 and the updated Program to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 with forecast values for the period up to 2028.

Minutes No. 118 dated 23.04.2024 (in absentia)

1. Approval of the Regulation on Charity, Other Gratuitous Transactions, and Sponsorship of PJSC ALROSA as amended
2. Amendment of internal documents
3. Report on the Progress of the Program to Divest Non-Core Assets in Q1 2024

Minutes No. 119 dated 25.06.2024 (in-person)

1. Results of procurement activity of ALROSA Group for Q1 2024
2. Information on the implementation of inventory management measures, including the changes in the inventory structure as at 31.03.2024
3. Consideration of action plans to improve the risk management and internal control system
4. Results of the audit of diamond extraction processes at processing plants of PJSC ALROSA
5. Consideration of information on the implementation of the 2021–2024 Digital Transformation Strategy of PJSC ALROSA for 2023
6. Approval of the work plan of the Audit Committee of PJSC ALROSA for the 2024–2025 corporate year

Minutes No. 120 dated 07.08.2024 (in-person)

1. Condensed consolidated IFRS financial statements of PJSC ALROSA for the three and six months ended 30 June 2024
2. Information on the assessment of transformation processes related to procurement, logistics and M&R, taking into account the results of the audit
3. Report on the Progress of the Program to Divest Non-Core Assets in Q2 2024

Minutes No. 121 dated 12.08.2024 (in absentia)

1. Determination of the auditor's fee
 2. Updating the Standard for Assessment of Implementation of the Long-Term Development Program of ALROSA Group and Fulfillment of Key Performance Indicators and the Terms of Reference for Assessment of Implementation of the Long-Term Development Program of ALROSA Group and Fulfillment of Key Performance Indicators
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Minutes No. 122 dated 05.09.2024 (in absentia)

1. Results of procurement activity of ALROSA Group for H1 2024.
2. Possible transition of PJSC ALROSA and its subsidiaries to tax control in the form of tax monitoring

Minutes No. 123 dated 09.09.2024 (in-person)

1. Implementation of the Action Plan for 2024 related to the ALROSA Group Sustainability Programme for 2021–2025
2. Consideration of the Information Technology Development Strategy for 2024–2026 and information on the implementation of information technology development initiatives for the previous periods
3. Consideration of the Information Security Development Strategy of PJSC ALROSA for 2024–2026
4. Results of audits of the main business processes of subsidiaries

Minutes No. 124 dated 09.10.2024 (in-person)

1. Consideration of the critical risk management report of PJSC ALROSA for 6M 2024
2. Approval of the new version of the Regulation on the Quality Management System of PJSC ALROSA
3. Consideration of the results of work using the Quality Management System of PJSC ALROSA
4. Approval of the Regulation on the Development (Update) and Implementation of the Innovative Development and Technological Modernization Program of PJSC ALROSA
5. Approval of the initial (maximum) price for audit services in the context of holding an open tender "For the right to conclude a contract to perform a statutory audit of financial statements of PJSC ALROSA prepared in accordance with Russian laws and consolidated financial statements of ALROSA Group prepared in accordance with International Financial Reporting Standards for 2025–2027," with substantiation of the calculation of the initial (maximum) price
6. Approval of the terms of a supplementary agreement
7. Approval of a transaction

Minutes No. 125 dated 02.12.2024 (in-person)

1. Information on the implementation of measures based on the results of accident investigations and OHS improvements
2. Results of procurement activity of PJSC ALROSA for 9M 2024
3. Information on the implementation of the auditor's recommendations issued based on the results of the assessment of IT controls
4. Information on the current and target levels of automation and digitalization coverage of production processes
5. Results of monitoring of response processes to incoming signals of maximum permissible concentration (MPC) increase and operation of aerogas control sensors
6. Results of the performance audit of existing end-to-end fuel accounting processes and systems

Minutes No. 126 dated 17.12.2024 (in-person)

1. Approval of the Work Plan of the Internal Audit Department of PJSC ALROSA for 2025, and information on the key performance indicators of the Internal Audit Department for 2025
2. Roadmap of measures to modernize the Company's warehouse infrastructure, including an assessment of the cost of measures, rating of warehouses, the implementation period and a mathematical model calculating several options for organizing the Company's internal supply chain
3. Information on inventory management as at 30.09.2024
4. Results of the M&R transformation audit
5. Results of the audit of equipment operation and repairs in accordance with the declared parameters (import-substituting equipment)

Minutes No. 127 dated 17.12.2024 (in absentia)

1. Approval of a transaction
 2. Approval of a transaction
 3. Information on implementation of the Information Policy of PJSC ALROSA in 2024
 4. Approval of the Audit Plan for the consolidated IFRS financial statements of PJSC ALROSA and its controlled companies and the individual RAS financial statements of PJSC ALROSA for 2024
 5. Approval of interested-party transactions
 6. Amendments to the Program to Divest Non-Core Assets of PJSC ALROSA
 7. Approval of the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2025
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Meetings of the HR and Remuneration Committee

Minutes No. 124 dated 19.02.2024 (in absentia)

1. Approval of reports on the achievement of individual targets and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA
2. Assessment of the composition of the Supervisory Board of PJSC ALROSA in terms of independence.
3. Pavel Marinychev's combination of his position as the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA with positions in the management bodies of other entities

Minutes No. 125 dated 26.03.2024 (in-person)

1. Compensatory payments to the members of the Executive Committee of PJSC ALROSA for H2 2023
2. Implementation of the succession system at PJSC ALROSA
3. Approval of the Methodology for Calculating the Labor Productivity Indicator of PJSC ALROSA
4. The results of assessment of the activity of the Supervisory Board and committees of PJSC ALROSA

Minutes No. 126 dated 29.03.2024 (in absentia)

1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q4 2023 (cumulative total from the start of the year)"
2. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the annual key performance indicators of ALROSA Group for 2023"
3. Amendments to the Regulation on Remuneration of the Chief Executive Officer— Chairman of the Executive Committee of PJSC ALROSA

Minutes No. 127 dated 05.04.2024 (in absentia)

1. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Payment of remuneration for the work on the Supervisory Board of PJSC ALROSA"
2. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Payment of remuneration for the work on the Revision Commission of PJSC ALROSA"
3. Confirmation of compliance of the persons nominated as candidates for the Supervisory Board of PJSC ALROSA with the requirements of clause 5.3 of the Corporate Governance Code of PJSC ALROSA.

Minutes No. 128 dated 09.04.2024 (in-person)

1. Some business matters

Minutes No. 129 dated 27.04.2024 (in absentia)

1. Compliance of candidates nominated to the Supervisory Board of PJSC ALROSA with the independence criteria
2. Methodology for Calculating the Labor Productivity Indicator of PJSC ALROSA

Minutes No. 130 dated 17.05.2024 (in absentia)

1. Approval of the report on the achievement of individual targets in Q1 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA

Minutes No. 131 dated 19.06.2024 (in-person)

1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q1 2024 (cumulative total from the start of the year)"
2. Planned personnel changes at PJSC ALROSA
3. Pavel Marinychev's combination of his position as the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA with positions in the management bodies of other companies
4. Approval of the Work Plan of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA for the 2024–2025 corporate year

Minutes No. 132 dated 06.08.2024 (in absentia)

1. Approval of the Orientation Program for Newly Elected Members of the Supervisory Board of PJSC ALROSA.
 2. External assessment of the performance of the Supervisory Board of PJSC ALROSA
 3. Approval of the report on the achievement of individual targets in Q2 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA
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Minutes No. 133 dated 12.08.2024 (in absentia)

1. Some business matters

Minutes No. 134 dated 16.08.2024 (in absentia)

1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q2 2024 (cumulative total from the start of the year)"

Minutes No. 135 dated 26.09.2024 (in absentia)

1. Information on the progress of implementation of the Regulation on the Procedure for Reimbursement of Expenses Related to Recruitment of Personnel and Relocation of Employees at PJSC ALROSA

Minutes No. 136 dated 01.11.2024 (in absentia)

1. Approval of the report on the achievement of individual targets in Q3 2024 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA
2. Assessment of the composition of the Supervisory Board of PJSC ALROSA in terms of independence.

Minutes No. 137 dated 15.11.2024 (in absentia)

1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q3 2024 (cumulative total from the start of the year)"

Minutes No. 138 dated 27.11.2024 (in-person)

1. Information on the status of computerization and automation of HR activity at PJSC ALROSA
2. Information on the segmented risk map broken down by profession and position, priority areas of work in 2024

Minutes No. 139 dated 12.12.2024 (in absentia)

1. Introduction of amendments to internal documents of PJSC ALROSA
 2. Approval of individual quarterly and annual KPIs for the Corporate Secretary of PJSC ALROSA for 2025
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Meetings of the Strategy and Sustainability Committee

Minutes No. 76 dated 20.02.2024 (in absentia)

1. Proposed amendments to the Company's internal documents for approval at the annual General Meeting of Shareholders

Minutes No. 77 dated 20.03.2024 (in-person)

1. Participation in a gold mining project
2. Update of the Health and Safety Strategy for 2021–2025

Minutes No. 78 dated 29.03.2024 (in-person)

1. Report on implementation of the Sustainability Programme Action Plan of ALROSA Group for 2023
2. Report on the implementation of the Plan for PJSC ALROSA's Transition to Using Domestic Software for 2023
3. Report on achievement of the quarterly key performance indicators of ALROSA Group for Q4 2023 (cumulative total from the start of the year)
4. Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2023
5. Participation in a gold mining project

Minutes No. 79 dated 14.05.2024 (in absentia)

1. Approval of proposals based on the results of assessing the implementation of ALROSA Group's Long-Term Development Program for 2023–2027 and the achievement of key performance indicators in 2023

Minutes No. 80 dated 16.05.2024 (in-person)

1. Placement of bonds

Minutes No. 81 dated 19.06.2024 (in-person)

1. Approval of the Strategy, Long-Term Development Program and Long-Term Investment Program of ALROSA Group for 2024–2028
2. Progress report on the implementation of the Consolidated Budget of PJSC ALROSA for 2024 and its forecast implementation
3. Mir-Gluboky Mine investment project

Minutes No. 82 dated 22.10.2024 (in-person)

1. Activities of the business entity and its development prospects
2. Consideration of the 2035 ALROSA Group Environmental and Climate Strategies
3. Work plan and results of interaction between the management of PJSC ALROSA and investors

Minutes No. 83 dated 11.12.2024 (in-person)

1. Some business matters
2. Approval of the Consolidated Budget of PJSC ALROSA and the target KPIs for ALROSA Group for 2025
3. Approval of gratuitous transactions and sponsorship contracts stipulated in the Consolidated Budget of PJSC ALROSA for 2025.
4. Approval of a draft ALROSA Group Development Strategy for 2025–2029
5. Approval of the new version of the Regulation on the Financial Policy of PJSC ALROSA

Minutes No. 84 dated 27.12.2024 (in-person)

1. Implementation of the Sales Policy of PJSC ALROSA in 2024
 2. The Company's medium-term and long-term development plans (goals) taking into account the influence of external factors, the market for artificial (synthetic) diamonds, and resource constraints
 3. PJSC ALROSA's generic marketing of natural rough and polished diamonds
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