



ALROSA

Investor presentation

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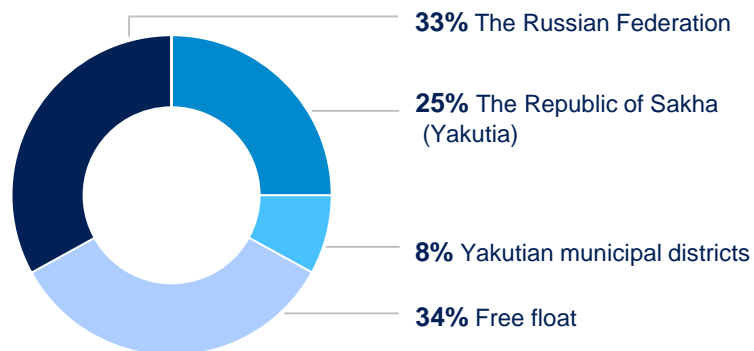
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ALROSA is a diamond mining company delivering robust financial performance and substantial payouts to shareholders

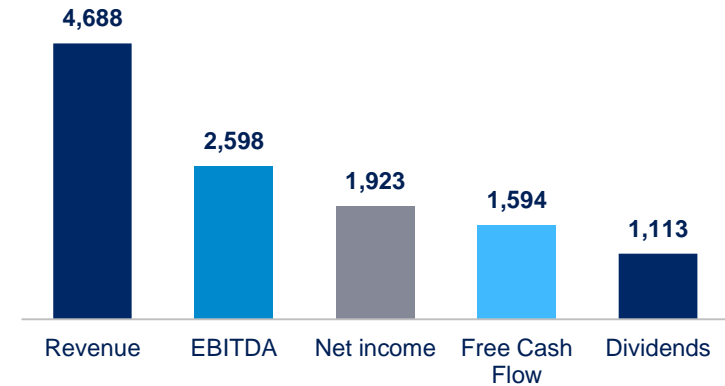
- ALROSA is a diamond mining company with a 34% free-float listed on the Moscow Exchange whose TSR after public offer of shares in 2013 exceeds market benchmarks
- ALROSA's investment case is underlying by significant dividend payouts to shareholders supported by positive free cash flow
- As of December 2017, Bloomberg consensus for 2017 results is that ALROSA's shares offer double-digit FCF yield and high-single digit dividend yield

Shareholder structure



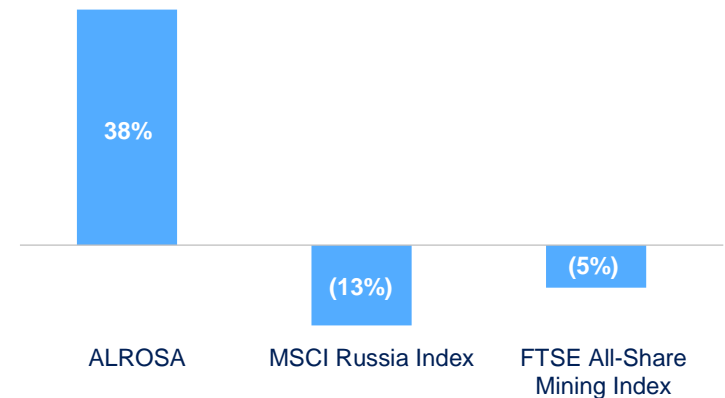
Financial results summary

2016, \$ mln



TSR since 2013

as of December 2017



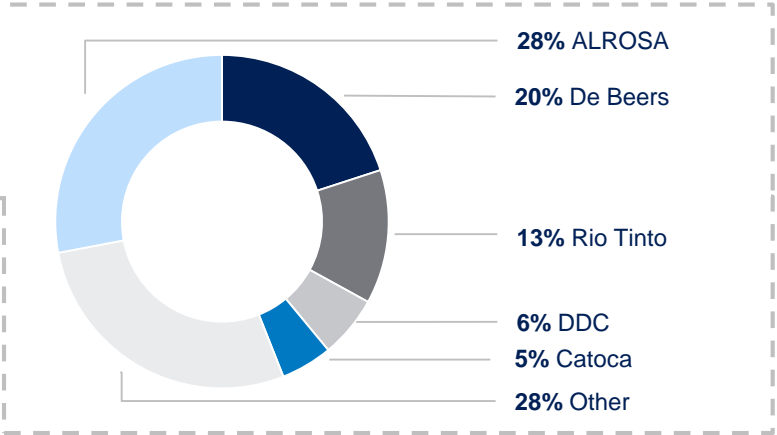
Sources: Company's analysis, Bloomberg

Rough diamond production is dominated by few mining companies with the highest margins across diamond pipeline, where ALROSA benefits from leading market share of 28%

Diamond pipeline structure

	Players	Margins
Rough diamond production	Top 5 players control ~ 70% of the market	27–28%
Sales of rough diamonds from major producers	~ 100 players	1–4%
Cutting & polishing of diamonds	~ 5,000 players	1–4%
Diamond jewelry manufacturing	> 10,000 players	2–4%
Retail sales of diamond jewelry	Major retailers control ~ 35% of the market	3–11%

World diamond production



Sources: Company's analysis, Kimberley Process statistics

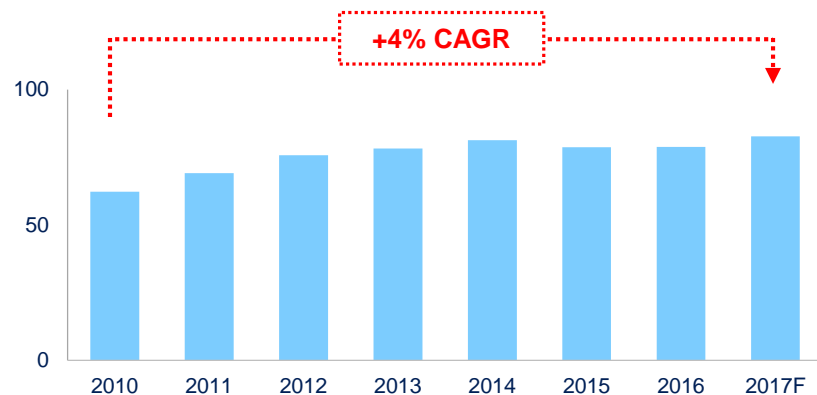


Source: AWDC Bain report "The Global Diamond Industry 2017"

Diamond market grew 2-4% over recent years driven by demand for diamond jewelry

World diamond jewelry sales grew 4% annually since 2010

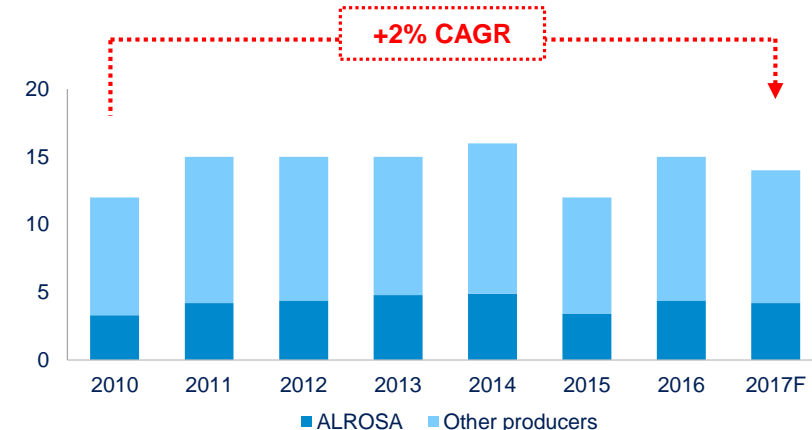
diamond jewelry market, \$ bn



Source: Company's analysis

Rough diamond sales follow trend of demand for diamond jewelry and are influenced by midstream inventories

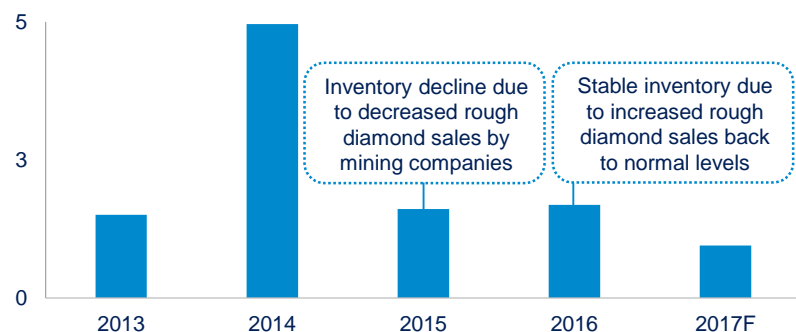
sales of rough diamonds, \$ bn



Sources: AWDC Bain report "The Global Diamond Industry 2017", Company's analysis

Midstream inventories are at normal levels over recent years

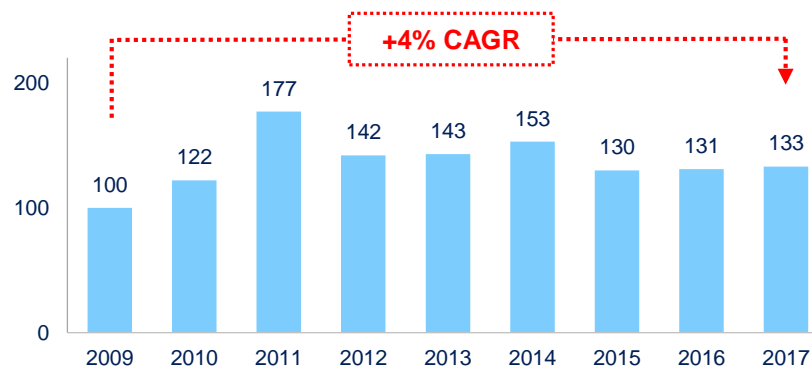
midstream inventory surplus, \$ bn



Source: AWDC Bain report "The Global Diamond Industry 2017"

Rough diamond prices increased in line with market over last years

end of period price index for ALROSA rough diamonds, 31.12.2009=100

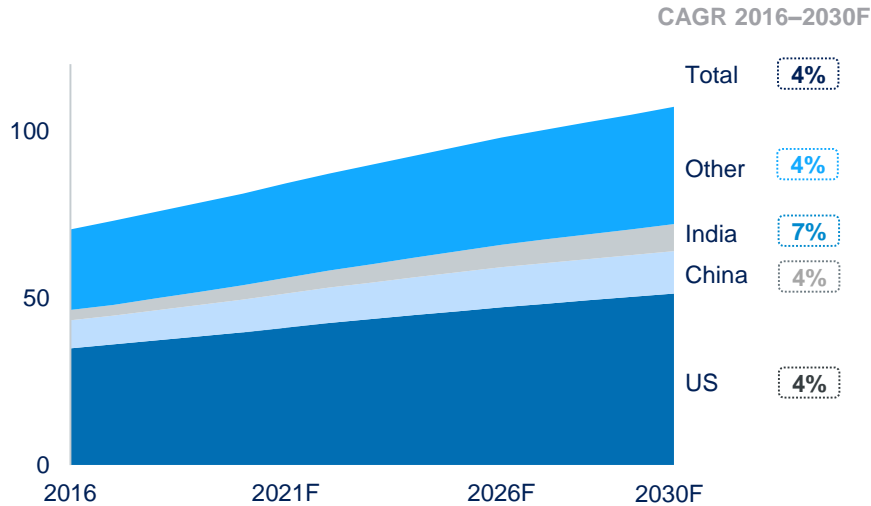


Source: Company's analysis

Demand for diamond jewelry is expected to grow 1-4% annually driven by consumption in the US, China and India. Demand for natural diamonds is supported by DPA activities

World diamond jewelry demand, optimistic scenario

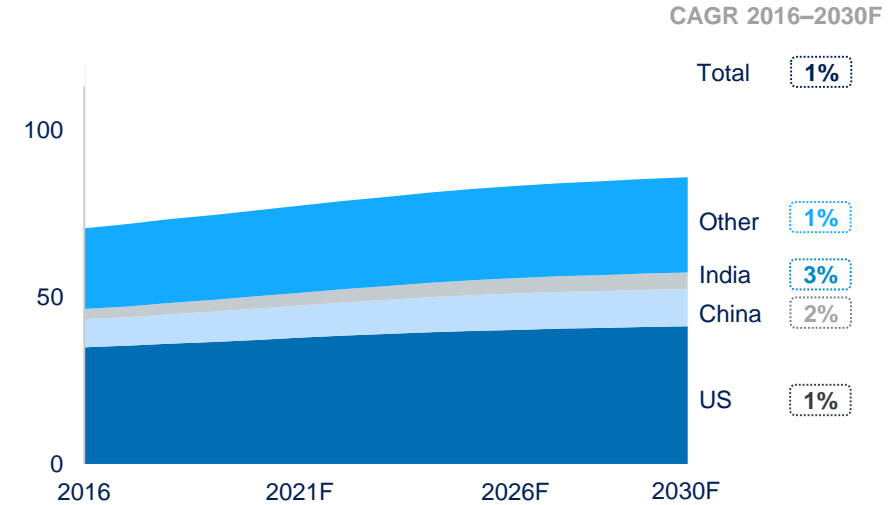
\$ bn



Source: AWDC Bain report "The Global Diamond Industry 2017"

World diamond jewelry demand, base case scenario

\$ bn



Source: AWDC Bain report "The Global Diamond Industry 2017"

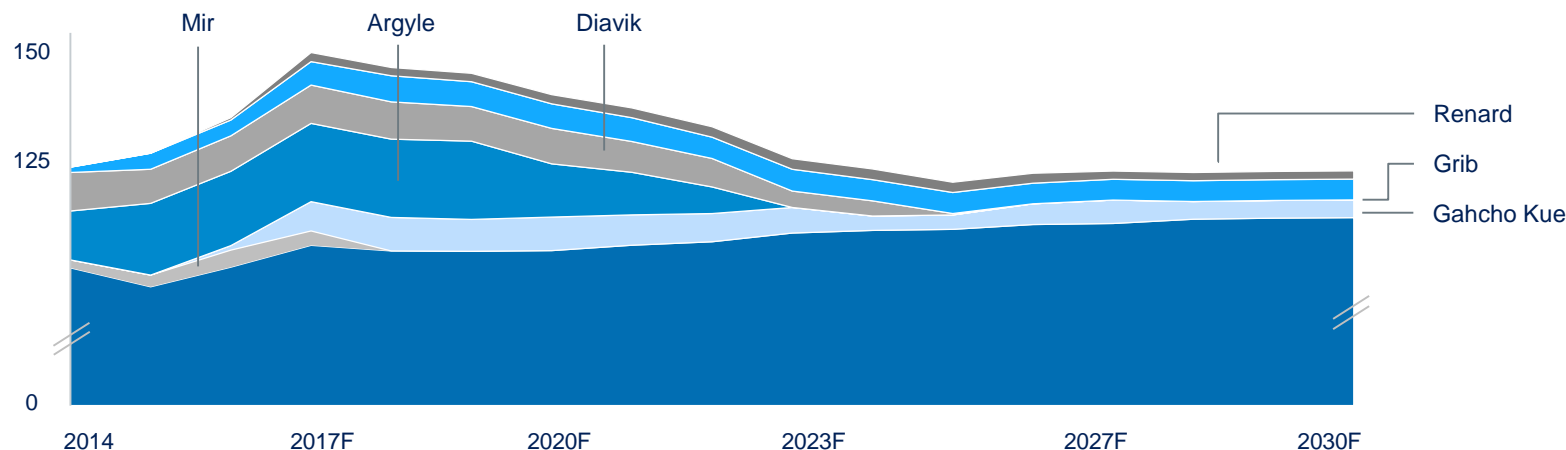


- Major diamond mining companies established Diamond Producers Association (DPA) in 2015 to promote consumer demand for diamonds
- Generic marketing campaign with a tagline "Real is Rare. Real is a Diamond" was first launched by DPA in the US in 2016 and in India in 2017, DPA's budget for 2017 is \$59 mln
- DPA's activities in 2018 will continue in the US and expand to China, India and Europe

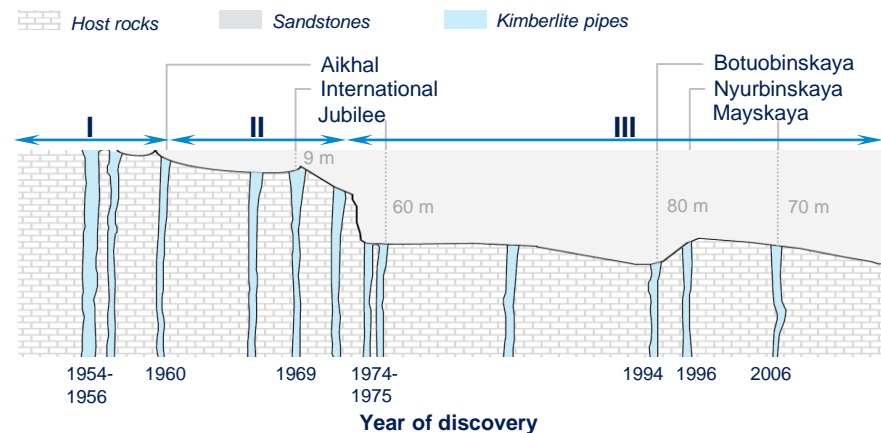
Supply of diamonds is constrained by lack and complexity of new diamond discoveries and significant time required to ramp-up production

World diamond production seems to have passed its peak in 2017

mln ct

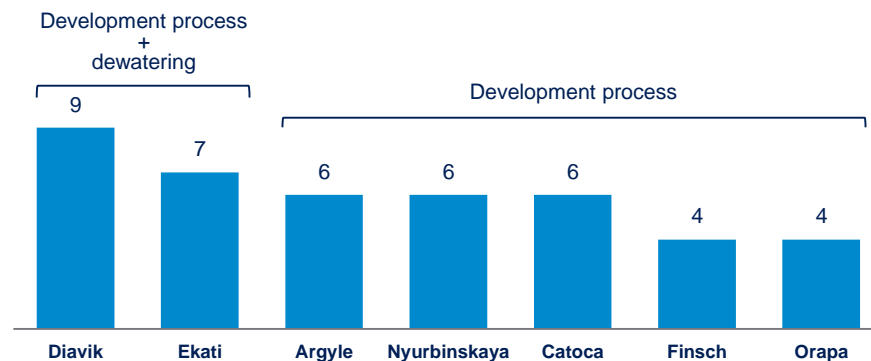


Discovery and development of new kimberlite pipes are much more challenging now



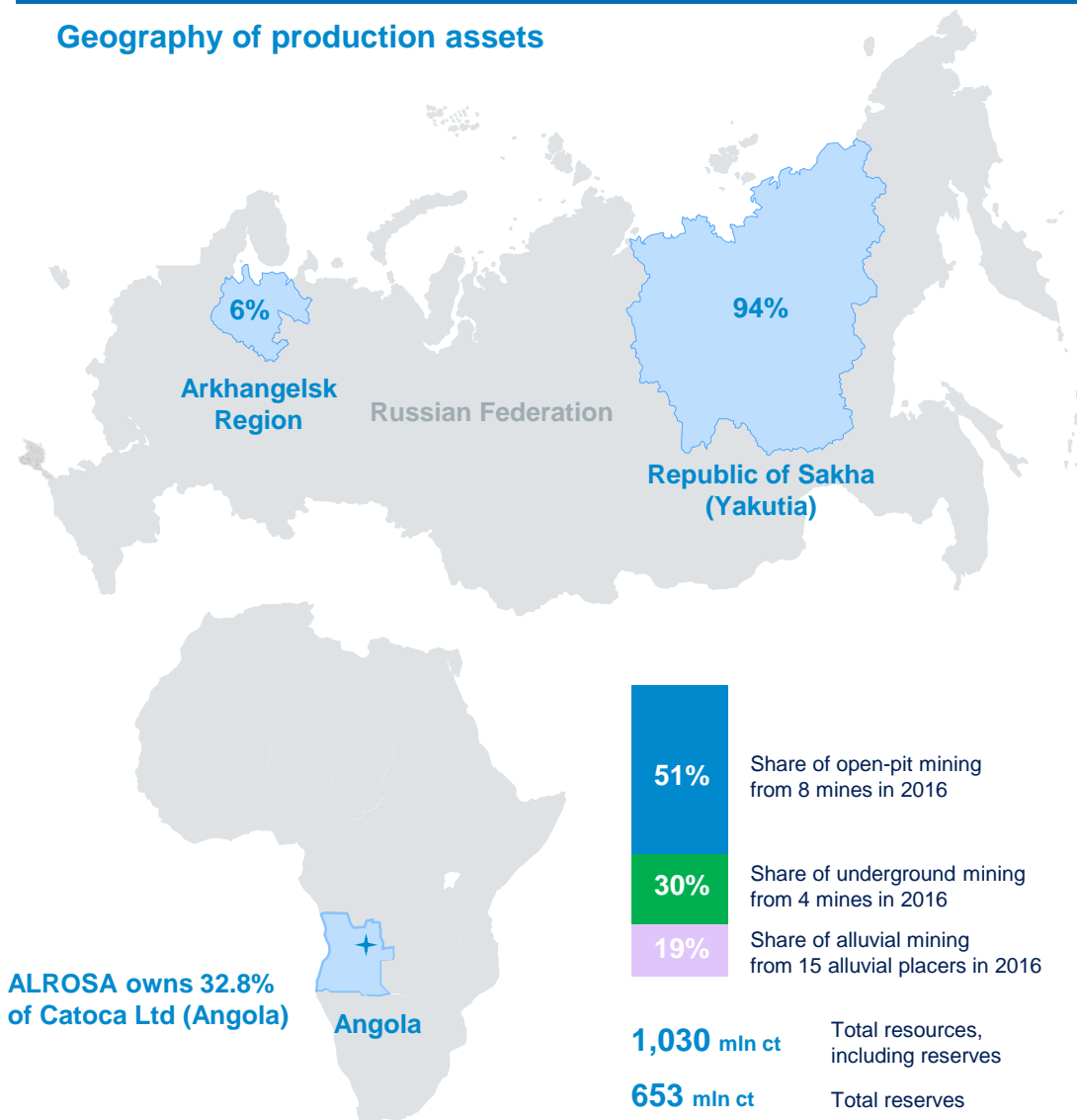
No less than 4 years is required to ramp-up full scale production on a diamond mine

Discovery-to-production period, years



ALROSA's diamond production is mainly located in Far East region of Russia and is diversified between different mines and deposits

Geography of production assets



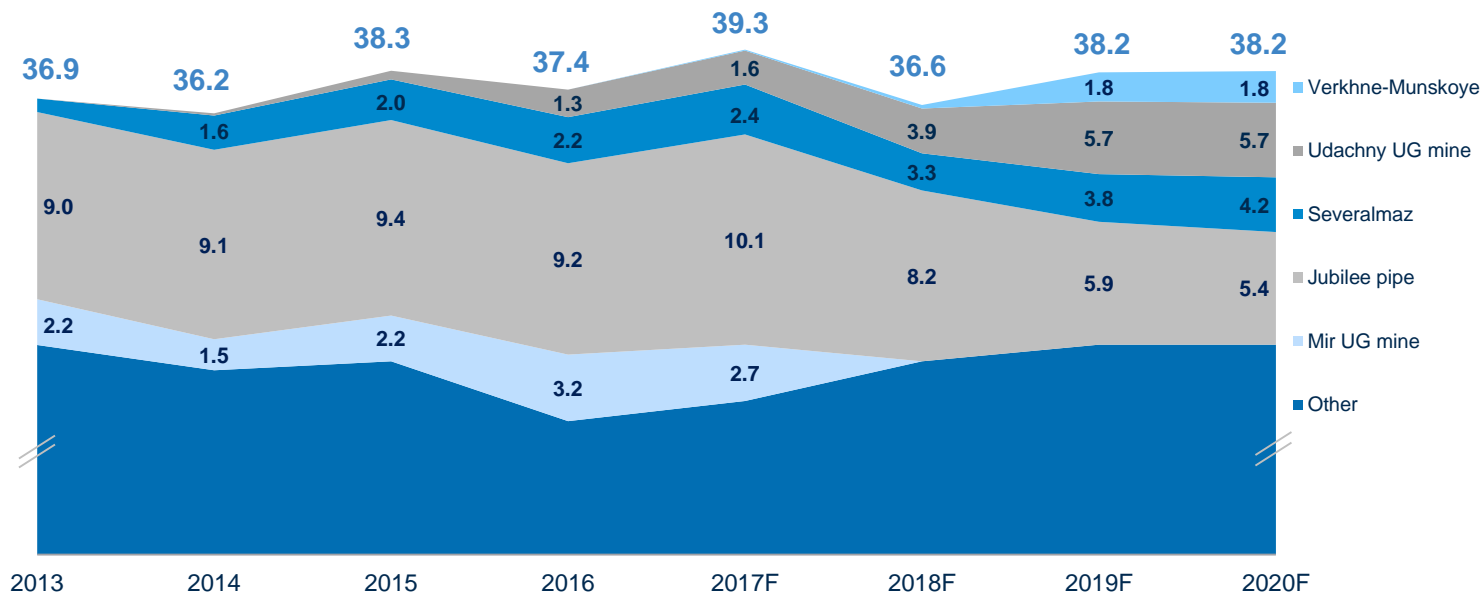
Note: percentage and absolute figures indicate the share of division in 2016 ALROSA diamond production

ALROSA's medium-term production target is 36-38 mln carats annually grading in ~ 1.0 carat per ton range, CAPEX is expected to decrease down to RUB 26-28 bn due to completion of major expansion projects



ALROSA's diamond production

mln ct



Note: detailed ALROSA's production plan is disclosed in the Appendix (slide 21)

ALROSA's capital expenditure

RUB bn

	2013	2014	2015	2016	2017F	2018F	2019F	2020F
CAPEX, including	38.2	36.1	34.2	31.8	30.1	31.6	26.4	28.0
major expansion projects:	11.7	10.5	8.6	8.4	7.4	11.5	3.7	4.3
Verkhne-Munskoye deposit	-	-	0.5	3.3	4.2	9.2	1.4	1.7
Udachny underground mine	6.6	7.9	6.5	5.1	3.2	2.1	1.7	2.6
Severalmaz	5.1	2.6	1.5	-	-	0.2	0.7	-

Management team is fully committed to deliver on ALROSA's development plans

Executive Team

CEO



Sergey Ivanov
Chief Executive Officer

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

COO



Igor Sobolev
First Vice President – Chief Operating Officer

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

CFO



Alexey Philippovskiy
Chief Financial Officer

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

Sales



Yuri Okoyomov
Vice President for sales

- Joined the Company in 1993
- Vice President of ALROSA for marketing and sales since August 2009

Operational Team

Udachny division



Alexander Makhrachev
Director, Udachny mining and processing division

- Joined the Company in 1979
- Over 36 years of industry experience

Aikhal division



Ravil Sanatulov
Director, Aikhal mining and processing division

- Joined the Company in 1986
- Over 29 years of industry experience

Nyurba division



Vasily Kurnev
Director, Nyurba mining and processing division

- Joined the Company in 1984
- Over 32 years of industry experience

Almazy Anabara



Pavel Marinychev
CEO Almazy Anabara

- Joined the Company in 2016
- First deputy Prime Minister of the Republic of Sakha (Yakutia) (2014–2016)
- Deputy Prime Minister of the Republic of Sakha (Yakutia) (2010–2014)

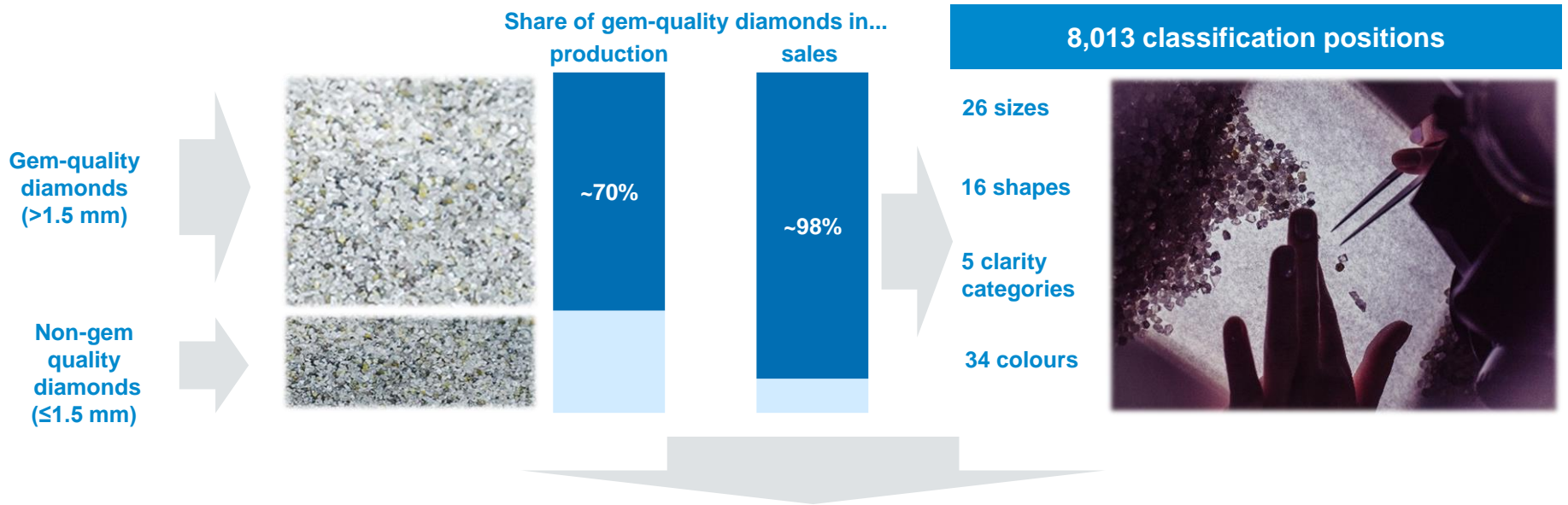
Severalmaz



Andrey Pismenny
CEO Severalmaz

- Joined the Company in 1997
- Over 18 years of industry experience
- Chief engineer of ALROSA in 2010–2015

ALROSA's sales are driven by gem-quality diamonds sold in parcels based on gemological characteristics



204 rough diamond boxes

5-10CT Stones & Shapes Yellow



5-10CT Black Makeable White



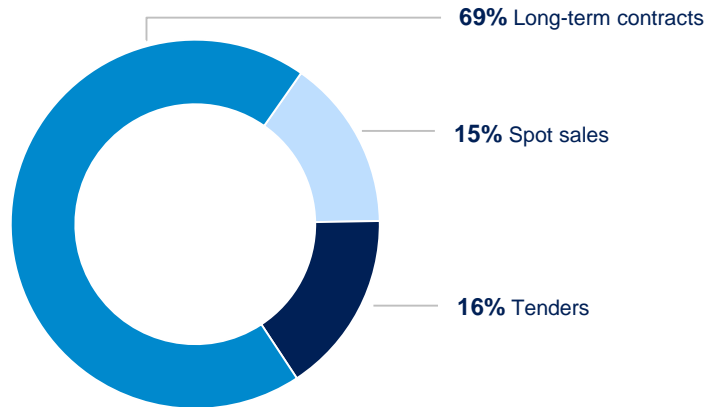
5-10CT Rejections Brown



ALROSA has a diverse distribution platform based on long-term agreements with its clients

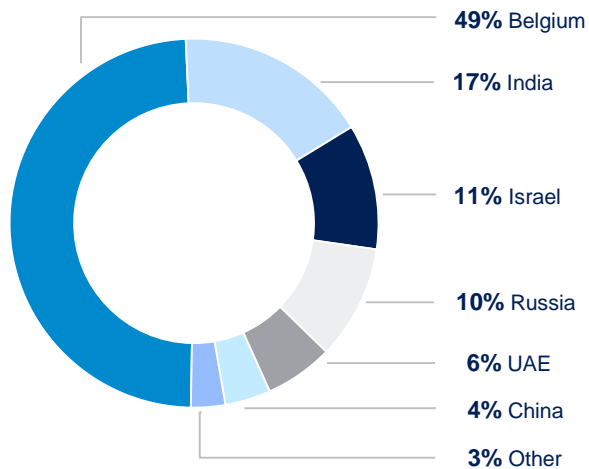
ALROSA has 58 clients under long-term contacts who account for ~70% of Company's sales

rough diamond sales channel breakdown



ALROSA sells rough diamonds to world major diamond trading and polishing centers

geography of sales



ALROSA's EBITDA margin is at 50's, FCF is positive, management is committed to control costs

- ALROSA's revenue is supported by sales of rough diamonds from accumulated inventories
- Revenue is exposed to RUB/USD as diamond prices are set in USD, major parts of OPEX and CAPEX are linked to RUB, financial costs are naturally hedged as borrowing currency is mostly USD
- Costs are competitive against industry, management is committed to keep costs below inflation in Russia (low single-digit number) due to focus on internal efficiencies

Financial results summary

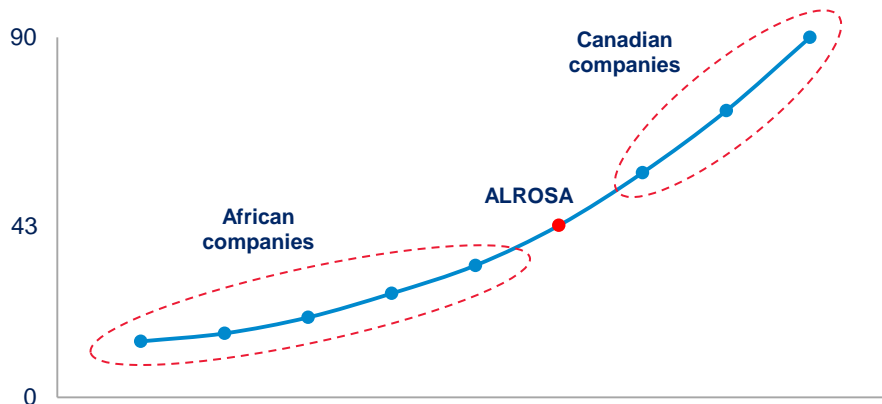
RUB bn, unless otherwise stated

	9M2017	9M2016	2016	2015	FX
Production, mln ct	29.5	27.9	37.4	38.3	
Sales, mln ct	31.8	30.0	40.0	30.0	
Sales above/(below) production, mln ct	2.3	2.1	2.6	(8.3)	
Revenue	214.5	255.6	317.1	224.5	●
COGS	(86.7)	(80.0)	(105.1)	(74.1)	●
SG&A	(11.1)	(11.2)	(15.6)	(12.9)	●
Other operating income/(expenses), net	(16.7)	(14.4)	(20.0)	(19.0)	●
EBITDA	100.0	150.0	176.4	118.5	●
EBITDA margin	47%	59%	56%	53%	
Net profit	61.9	117.0	133.5	32.2	●
OCF	80.3	126.0	143.2	75.5	●
Capex	(18.4)	(21.9)	(31.8)	(34.2)	●
Free cash flow	61.9	104.1	111.4	41.3	●

Note: degree of FX exposure (● low / ● medium / ● high) based on Company's estimates

ALROSA cash cost per carat vs industry

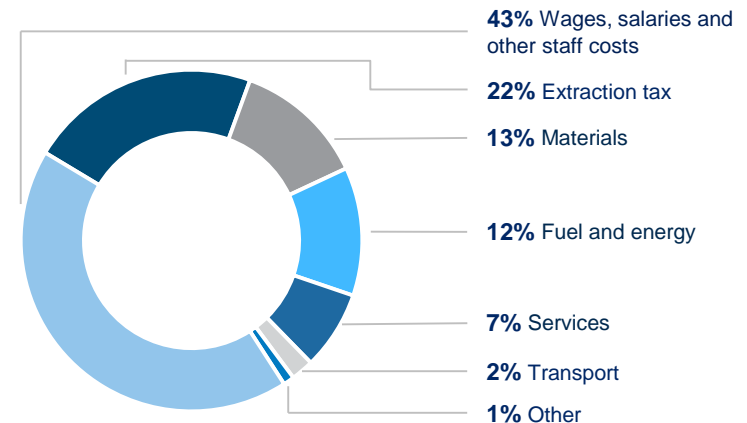
\$/ct



Source: Company's analysis

Production expenses breakdown

as of 9M 2017



ALROSA runs operational excellence program which has already resulted in RUB 6.5 bn of efficiencies in 2017

Operational excellence program includes dozens of initiatives

Mining



Ore beneficiation



Transport



Administrative costs



Organizational structure



Maintenance



Production development



Energy use



Automation



Efficiencies achieved in 2017 amounted to RUB 6.5 bn

- RUB 5.0 bn as a result of introducing dense-medium modules at Udachny's and Aikhal's processing plants, which ensured higher diamond extraction and integrity at the early stages of ore processing
- RUB 1.0 bn as a result of capping labour resources in ALROSA's construction and geological exploration operations, with the headcount reduced accordingly
- RUB 0.5 bn as a result of other initiatives, including the replacement of supsize mine trucks with road trains to transport ore from Udachny Division's Zarnitsa pit

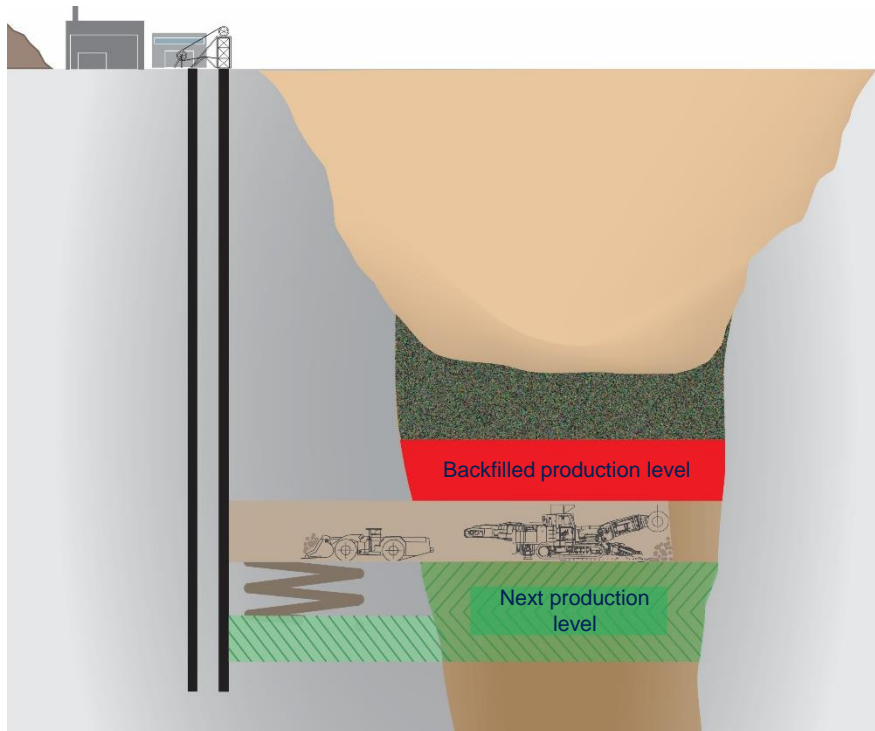
Economic efficiency of underground mining is fostered by block caving mining method

Traditional cut-and-fill mining

Mir underground mine

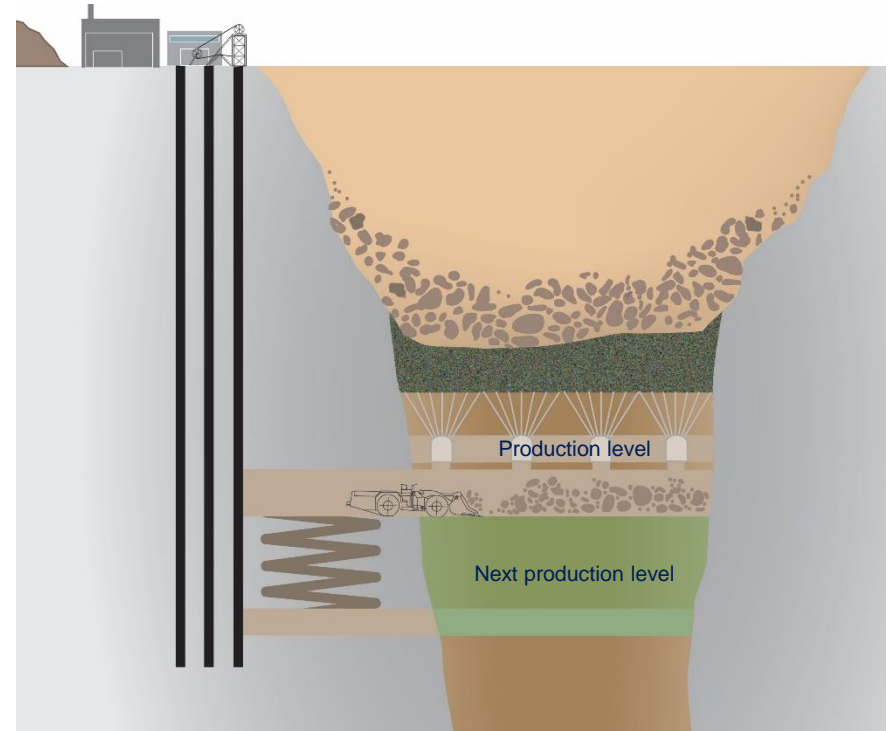
International underground mine

Aikhal underground mine



Block caving method

Udachny underground mine

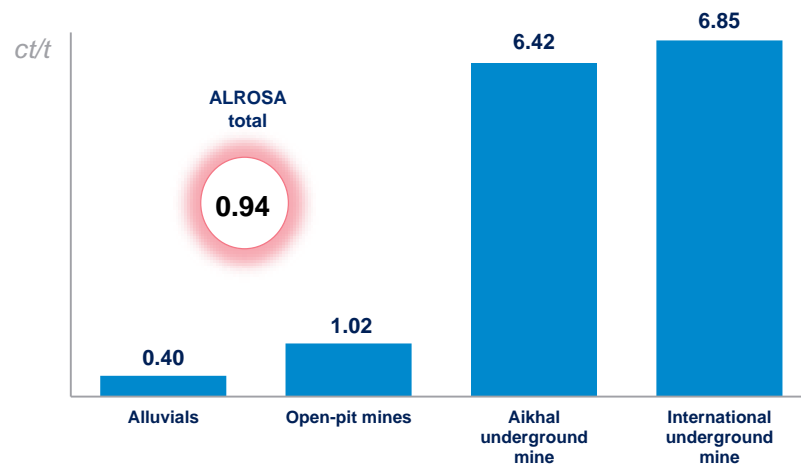


Cut-and-fill mining method at Udachny underground mine would have required more than 330 thousand tons of cement a year (~ RUB 1 bn in current prices), which is an equivalent of total cement output in the Republic of Sakha (Yakutia).

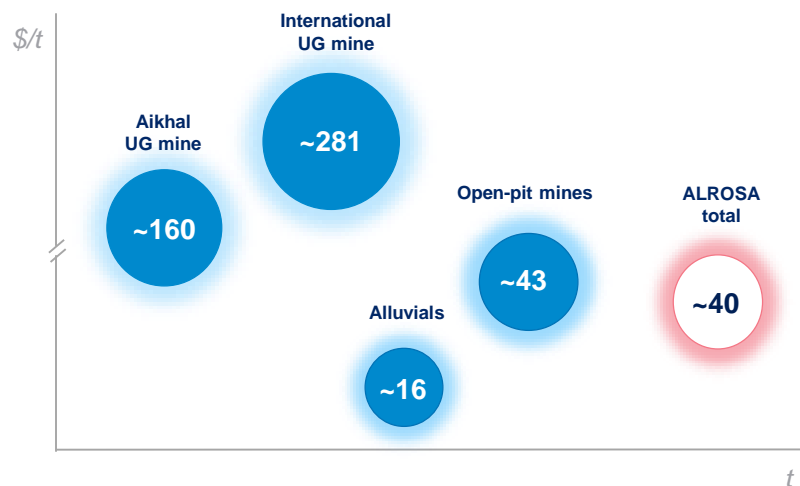
Cost of underground production per carat is close to open-pit mining due to higher grade at underground mines

- Underground mining cost of production per ton of ore is higher than open-pit mining cost of production
- Due to the fact that underground mining average grade is also higher vs. open-pit mining, underground mining cost of production per carat is close to open-pit mining

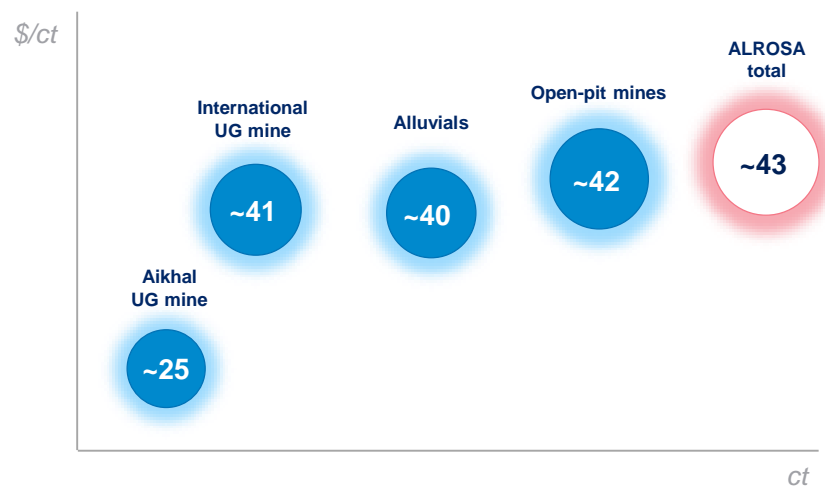
Range of average mined diamond grade



Cash cost of production per ton of ore

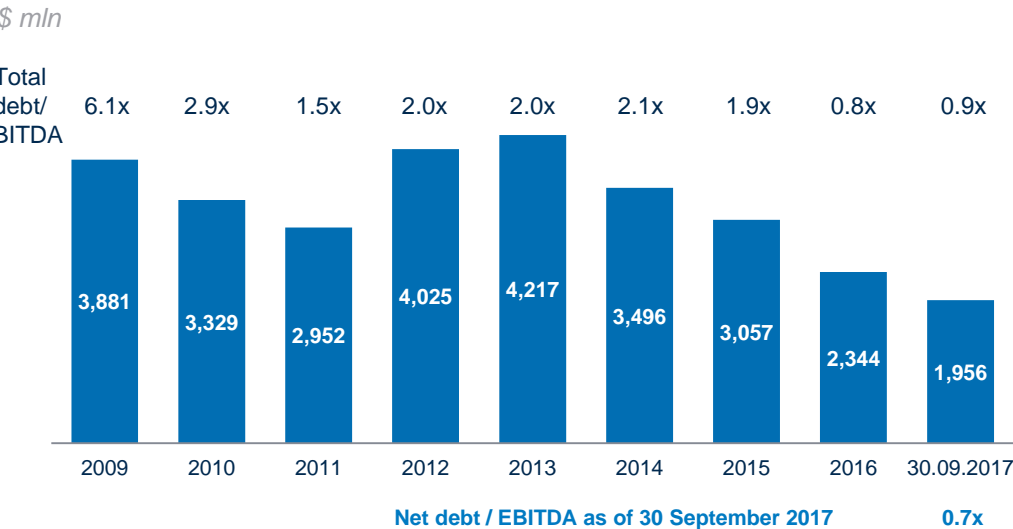


Cash cost of production per carat

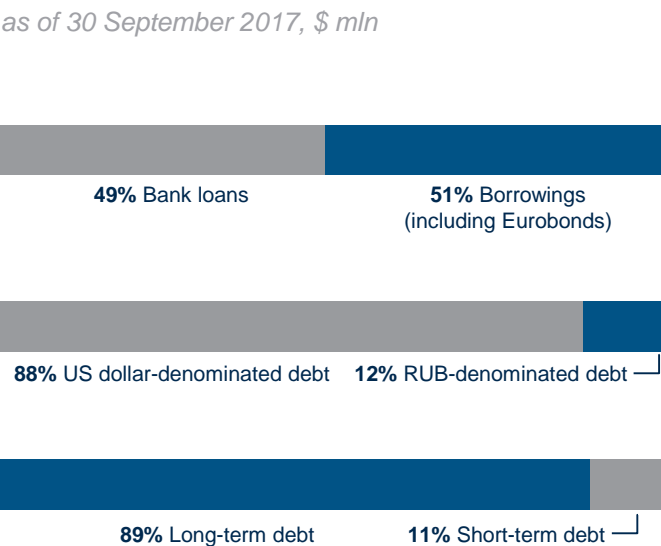


ALROSA's liquidity improved significantly over recent years with leverage below 1.0x and comfortable debt-maturity profile

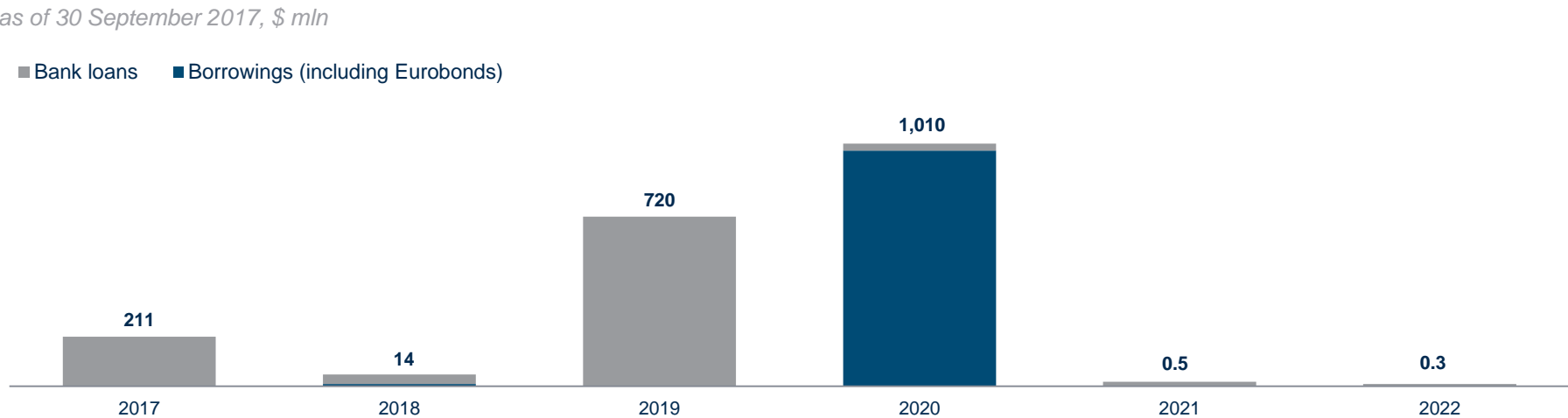
Loans and borrowings



Loans and borrowings breakdown



Maturity profile of loans and borrowings



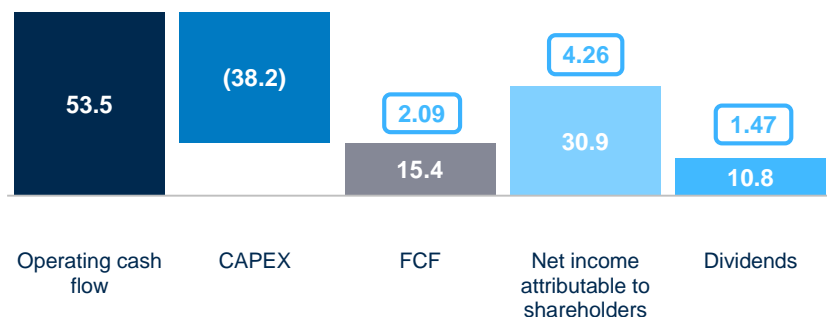
ALROSA's dividend policy is to distribute not less than 35% of net profit as dividends, over last years payout ratio was 50% of net profit driven by robust free cash flow

Operating cash flow, capital expenditures, free cash flow, net income attributable to shareholders and dividends

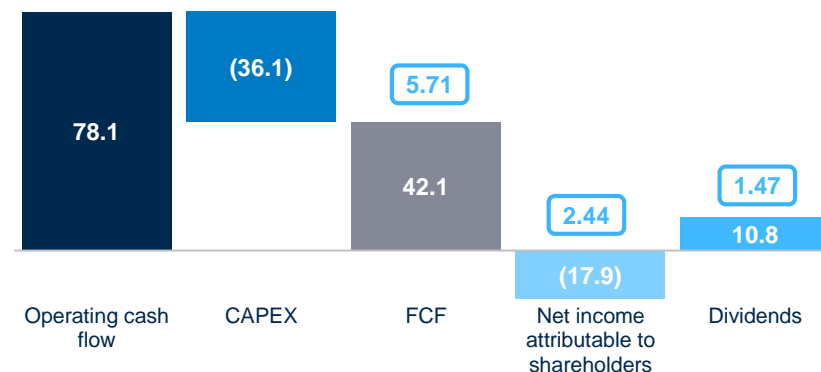
RUB bn

 RUB per share

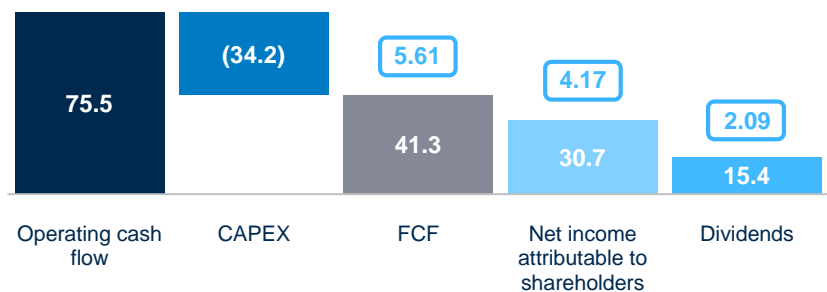
2013



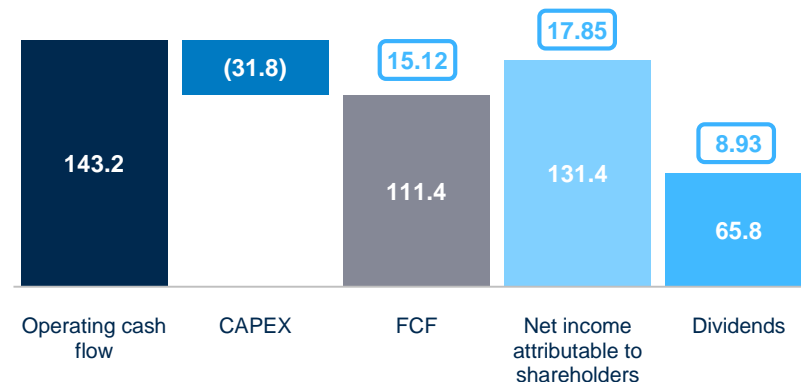
2014

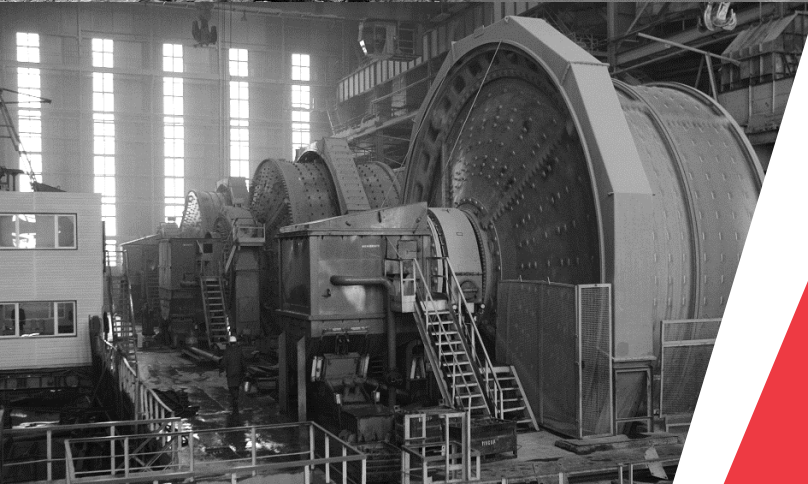


2015



2016





Appendix

- Production forecast
- Environmental and social responsibility
- Supervisory Board overview

ALROSA's production forecast

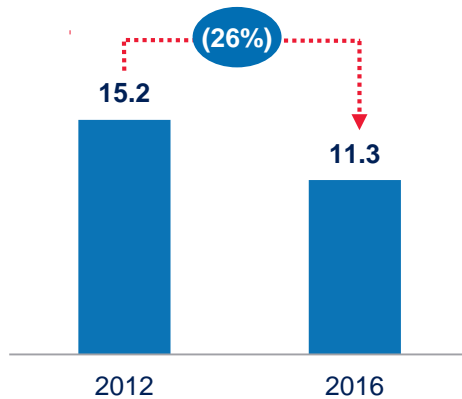
Type of mining		Grade, ct/t	Price per carat, \$	Cash costs per carat, \$	Diamond production forecast, '000 ct			
		as of 9M 2017			2017F	2018F	2019F	2020F
Aikhal Division								
Jubilee pipe	open-pit	1.26	139	27	10,135	8,207	5,885	5,410
Aikhal underground mine	underground	6.42	47	25	2,503	2,723	2,725	2,708
Komsomolskaya pipe	open-pit	0.36	233	186	363	370	352	421
Zaria pipe	open-pit	0.28	244	234	-	-	13	75
Mirny Division								
International underground mine	underground	6.85	206	41	3,790	3,693	3,874	3,829
Mir underground mine	underground	3.68	127	47	2,705	-	-	-
Alluvial and technogenic deposits	alluvial	0.19	204	69	721	692	886	885
Udachny Division								
Udachnaya pipe	open-pit	0.77	88	37	974	-	-	-
Udachny underground mine	underground	1.78	101	81	1,634	3,872	5 695	5,673
Zarnitsa pipe	open-pit	0.30	162	101	818	995	711	843
Verkhne-Munskoe deposit	open-pit	0.63	126	98	45	153	1,662	1,827
Alluvial deposits	alluvial	0.28	87	88	293	268	257	-
Nyurba Division								
Nyurbinskaya pipe	open-pit	4.91	98	37	5,156	4,195	3,780	3,365
Botuobinskaya pipe	open-pit	6.12	98	30	1,007	1,100	2,139	1,866
Alluvial deposits	alluvial	1.92	98	52	1,549	2,056	1,402	2,151
Severalmaz								
Arkhangelskaya pipe	open-pit	0.66	52	30	990	1,503	2,135	2,336
Karpinskogo-1 pipe	open-pit	0.94	53	30	1,408	1,817	1,688	1,862
Almazy Anabara	alluvial	0.40	72	31	5,179	4,977	4,973	5,000
ALROSA		0.94	113	43	39,270	36,620	38,176	38,249
	underground	4.08	112	46	10,631	10,288	12,294	12,210
	open-pit	1.02	141	42	20,896	18,339	18,305	18,005
	alluvials	0.40	87	40	7,743	7,993	7,517	8,034

ALROSA's low environmental impact is acknowledged by ESG ratings

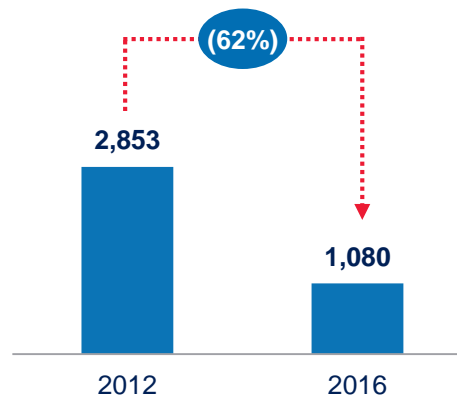


3rd place (out of 33) in the “First rating of environmental performance of mining companies in Russia” (held by the WWF and the Ministry of Natural Resources and Environment of Russian Federation)

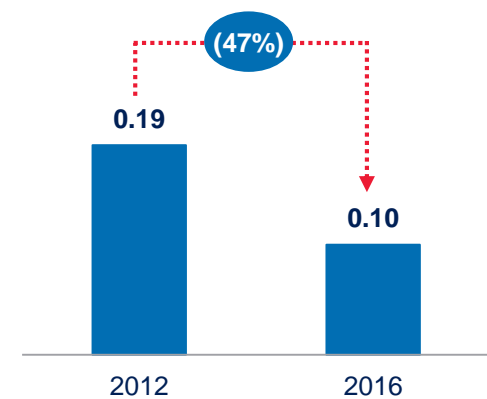
Water intake
mln m³



Area of annually disturbed land
ha





LTIFR
number of lost time injuries per 1 mln hours worked



Supervisory Board overview (1/2)

<p>1</p>  <p>Anton Siluanov</p> <p>Finance Minister of the Russian Federation Chairman of the Board of Directors, ALROSA</p> <p>Nominated by: the Russian Federation</p>	<p>2</p>  <p>Yegor Borisov</p> <p>Head of the Republic of Sakha (Yakutia) First Deputy Chairman of the Supervisory Board, ALROSA</p> <p>Nominated by: the Republic of Sakha (Yakutia)</p>	<p>3</p>  <p>Alexander Galushka</p> <p>Minister for the Development of the Russian Far East Deputy Chairman of the Supervisory Board, ALROSA</p> <p>Nominated by: the Russian Federation</p>	<p>4</p>  <p>Sergey Barsukov</p> <p>Vice-President of ALROSA</p> <p>Nominated by: the Russian Federation</p>
<p>Previously held positions include:</p> <ul style="list-style-type: none"> 2005-2011 – Deputy Minister of Finance of the Russian Federation Since 2011 – Minister of Finance of the Russian Federation 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> 2003-2010 – Chairman of the Government of the Republic of Sakha (Yakutia) 2010-2014 – President of the Republic of Sakha (Yakutia) Since 2014 – Head of the Republic of Sakha (Yakutia) 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> 2010-2012 – President, Co-chairman of All-Russian public organisation <i>Delovaya Rossiya</i> 2011-2012 – member of state commission on the socio-economic development of the Far East, the Republic of Buryatia, the Transbaikal and Irkutsk regions 2013-2013 – Co-chairman, Central Headquarters of the All-Russian Public Movement People's Front – For Russia Since 2013 – Minister for the Development of the Russian Far East 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> 2007-2008 – First Deputy General Director, Agency for Housing Mortgage Lending (AHML) 2008-2010 – Assistant to Vice Chairman of the Russian Federation Government – Russian Federation Minister of Finance 2010-2017 – Director, Financial Policy Department, Ministry of Finance of the Russian Federation Since 2017 – Vice-President of ALROSA
<p>5</p>  <p>Georgy Basharin</p> <p>Deputy Head of Mirninsky Municipal District Administration of the Republic of Sakha (Yakutia)</p> <p>Nominated by: Municipal Districts of the Republic of Sakha (Yakutia)</p>	<p>6</p>  <p>Maria Gordon</p> <p>Independent director of the Supervisory Board, ALROSA</p> <p>Nominated by: minority shareholders as an independent director</p>	<p>7</p>  <p>Evgenia Grigorieva</p> <p>Minister of Property and Land Relations of the Republic of Sakha (Yakutia)</p> <p>Nominated by: the Republic of Sakha (Yakutia)</p>	<p>8</p>  <p>Galina Danchikova</p> <p>Deputy at State Duma of the Russian Federation</p> <p>Nominated by: the Republic of Sakha (Yakutia)</p>
<p>Previously held positions include:</p> <ul style="list-style-type: none"> Since 2008 – Deputy Head of Mirninsky Municipal District Administration of the Republic of Sakha (Yakutia) 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> 1998-2010 – Goldman Sachs, investment activity 2010-2014 – PIMCO, investment activity Since 2015 – Independent director of the Supervisory Board of ALROSA 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> 2007-2011 – First Deputy Minister of Property Relations of the Republic of Sakha (Yakutia) Since 2011 – Minister of Property and Land Relations of the Republic of Sakha (Yakutia) 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> 2007-2010 – Deputy Chair of the Government of the Republic of Sakha (Yakutia) 2010-2016 – Chair of the Government of the Republic of Sakha (Yakutia) Since 2016 – Deputy at State Duma of the Russian Federation

Supervisory Board overview (2/2)

<p>9</p>  <p>Kirill Dmitriev CEO of Russian Direct Investment Fund</p> <p>Nominated by: the Russian Federation</p>	<p>10</p>  <p>Sergey Ivanov President (CEO) of ALROSA</p> <p>Nominated by: the Russian Federation</p>	<p>11</p>  <p>Dmitry Konov Member of the Board of Directors, Chairman of the Management Board at SIBUR Holding</p> <p>Nominated by: the Russian Federation as an independent director</p>	<p>12</p>  <p>Valentina Lemesheva Independent director of the Supervisory Board, ALROSA</p> <p>Nominated by: the Republic of Sakha (Yakutia) as an independent director</p>
<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2007-2011 – Development Director, President of Icon Private Equity Limited Representative Office • Since 2011 – CEO of Russian Direct Investment Fund 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2011-2016 – Chairman of the Management Board of AO SOGAZ • 2016-2017 – Senior Vice President, Head of Wealth Management at Sberbank of Russia • Since 2017 – President (CEO) of ALROSA 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2011-2016 – CEO of SIBUR • Since 2007 – Member of the Board of Directors, Chairman of the Management Board (since 2009) at SIBUR Holding 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2002-2014 – Chair of the State Committee for Pricing Policy – Regional Energy Commission of the Republic of Sakha (Yakutia) • Since 2015 – Independent director of the Supervisory Board of ALROSA
<p>13</p>  <p>Sergey Mestnikov CEO of Trust Fund for Future Generations of the Republic of Sakha (Yakutia)</p> <p>Nominated by: the Republic of Sakha (Yakutia)</p>	<p>14</p>  <p>Oleg Fedorov Independent director of the Supervisory Board, ALROSA</p> <p>Nominated by: minority shareholders as an independent director</p>	<p>15</p>  <p>Alexey Chekunkov CEO of Far East and Baikal Region Development Fund</p> <p>Nominated by: the Russian Federation</p>	
<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2010-2012 – Deputy Head, Head, Secretariat of Chairman of the Government of the Republic of Sakha (Yakutia) • 2012-2016 – First Deputy Minister of Property and Land Relations of the Republic of Sakha (Yakutia) • Since 2016 – CEO of Trust Fund for Future Generations of the Republic of Sakha (Yakutia) 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 1999-2002 – Executive Committee member, SRO NAUFOR • 2002-2010 – Deputy Head, Supervisory Board member, IPA • 2003-2009 – Executive Director, Corporate Finance (IB), UFG/Deutsche Bank Ltd • 2009-2012 – Head, Department of Investment and Banking, VTB Capital • 2012-2014 – Adviser to the Head of the Federal Agency for State Property Management • Since 2013 – Independent director of the Supervisory Board of ALROSA 	<p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2009-2011 – Head of New Nations Capital Investment Company • 2011-2013 – Director, member of the board, member of investment committee of the Russian Direct Investment Fund • Since 2014 – General Director of the Far East Development Fund 	

Thank you!



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