



2025

SUSTAINABILITY
REPORT

TRADITIONS.
EXPERIENCE.
DEVELOPMENT



Contents

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER — CHAIRMAN OF THE EXECUTIVE COMMITTEE	3	GOVERNANCE AND BUSINESS ETHICS	36	OCCUPATIONAL HEALTH AND SAFETY	93	ENVIRONMENTAL PROTECTION	133	APPENDICES	189
		Business ethics and anti-corruption	38	Approach to occupational health and safety management	97	Approach to environmental management	137	About the Report and materiality	190
		Compliance Hotline	44	Prevention of occupational injuries	104	Air emissions	140	Independent Practitioner’s Assurance Report	192
ABOUT THE COMPANY	4	Human rights	47	Health protection and prevention of occupational diseases	108	Use of water resources	143	Public Assurance Report	193
ALROSA at a glance	5	Innovation and digitalisation management	55	Prevention of emergencies	109	Waste management	148	GRI Content Index	194
Geography of operations	5	Information security	66	Next steps	110	Tailings management	152	Compliance with the principles of the UN Global Compact	213
Business model	7					Ecosystem restoration	157	IFRS S1 General requirements for disclosures of sustainability-related financial information content index	214
2025 highlights	10					Biodiversity conservation	160	IFRS S2 Climate-related disclosures content index	216
Key sustainability ratings, rankings, indices and awards	11	DEVELOPMENT OF HUMAN CAPITAL	71	CLIMATE CHANGE AND ENERGY EFFICIENCY	111			SASB content index	219
Membership in organisations and associations	12	Approach to HR management	75	Approach to managing climate-related issues	115	DEVELOPMENT OF THE REGIONS OF OPERATIONS	168	Public Business Capital Reporting	222
		Headcount and personnel structure	76	Climate-related risks and opportunities	120	Approach to social investment management	172	Additional indicators	229
		Employee recruitment and onboarding	77	Progress on greenhouse gas emissions and energy consumption in 2025	128	Social investments	173	Key external and internal stakeholders whom regular interaction is performed	237
SUSTAINABILITY STRATEGY	13	Creation of jobs in the regions of operations	80	Next steps	132	Effectiveness assessment of social projects	181	Key sustainability-related risks and opportunities of ALROSA	239
Key milestones in building the Company’s sustainability system	15	Remuneration and motivation	81			Support for indigenous small-numbered peoples	183	Abbreviations	245
Strategic pillars and ambitions	16	Social support and partnership	83			Procurement from local suppliers	185	Contacts	247
Sustainability management system	17	Training and development	86			Next steps	188		
Management of sustainability-related risks and opportunities	22	Corporate volunteering	90						
Contribution to the UN SDGs and the National Development Goals of the Russian Federation	27	Women’s leadership	91						
Stakeholder engagement	34	Next steps	92						
International industry cooperation	35								



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

GRI 2-22

Dear colleagues, shareholders and partners,

The true strength of business is revealed in challenging times, when responsibility for decisions made is particularly great. Once again, 2025 has proved ALROSA's ability to work efficiently in changing conditions and address with complex challenges and risks. Our Company has not only retained its leading positions in the global diamond mining and shown decent financial results at the end of the year, but also reaffirmed its commitment to the principles of sustainable development.

We have once again demonstrated that people, environment and heritage of the regions of our operations remain key priorities for the Company. This approach is deeply aligned with ALROSA's mission. After all, we are not just a mining enterprise, but a community of professionals who uphold and build on the traditions laid down almost 70 years ago. Our employees are a team of like-minded people who pass expertise, skills and corporate values from generation to generation.

The 2025 Sustainability Report focuses on our most significant priorities — traditional values: caring for employees, preserving cultural heritage, and respecting nature.

PEOPLE ARE OUR MAIN VALUE

Investing in human capital remains our absolute priority. In 2025 despite market challenges and optimisation measures, we indexed salaries and expanded opportunities for the professional and skill-management development of our employees. Amidst a shortage of qualified specialists, ALROSA continued to implement a set of measures to enhance its HR brand appeal, develop and attract young people, and provide professional training for the personnel. In 2025 the Company met its recruitment needs primarily through the reallocation of human resources within ALROSA Group's perimeter. As before, priority was given to local human resources from the Republic of Sakha (Yakutia): more than 5,000 residents of the Republic were recruited by our enterprises under the "Working Yakutia. Human Resources" programme.

We take particular pride in our "diamond dynasties". Today, our team includes entire families where multiple generations have been associated with ALROSA. Their representatives have a combined experience of hundreds of years. They play a vital role in preserving continuity and high expertise, while also upholding the Company's corporate culture.

PRESERVATION OF CULTURAL HERITAGE IS OUR CONTRIBUTION TO THE FUTURE OF THE REGIONS

We have deep respect for the culture, traditions and lifestyle of our local communities in all territories of the Company's presence, including the heritage of indigenous minorities of the North. In 2025 ALROSA consistently fulfilled its social investment obligations, the total amount of which reached RUB 8.2 billion. The funds were used to support education, healthcare, culture and sports, develop social infrastructure and a comfortable urban environment, thus contributes to the achievement of the National Development Goals of the Russian Federation.

ENVIRONMENTAL RESPONSIBILITY IS OUR STANDARD OF DOING BUSINESS

In 2025 the Company became the world's first mining enterprise to prove the carbon neutrality of its operation, as well as a negative carbon footprint for its products, i.e., rough diamonds. This significant achievement for the entire industry was confirmed by an international independent verifier. In the reporting year, we continued to switch our production assets to a more environmentally friendly gas fuel and implemented measures aimed at protecting the fragile nature of the Far North and its unique ecosystems.

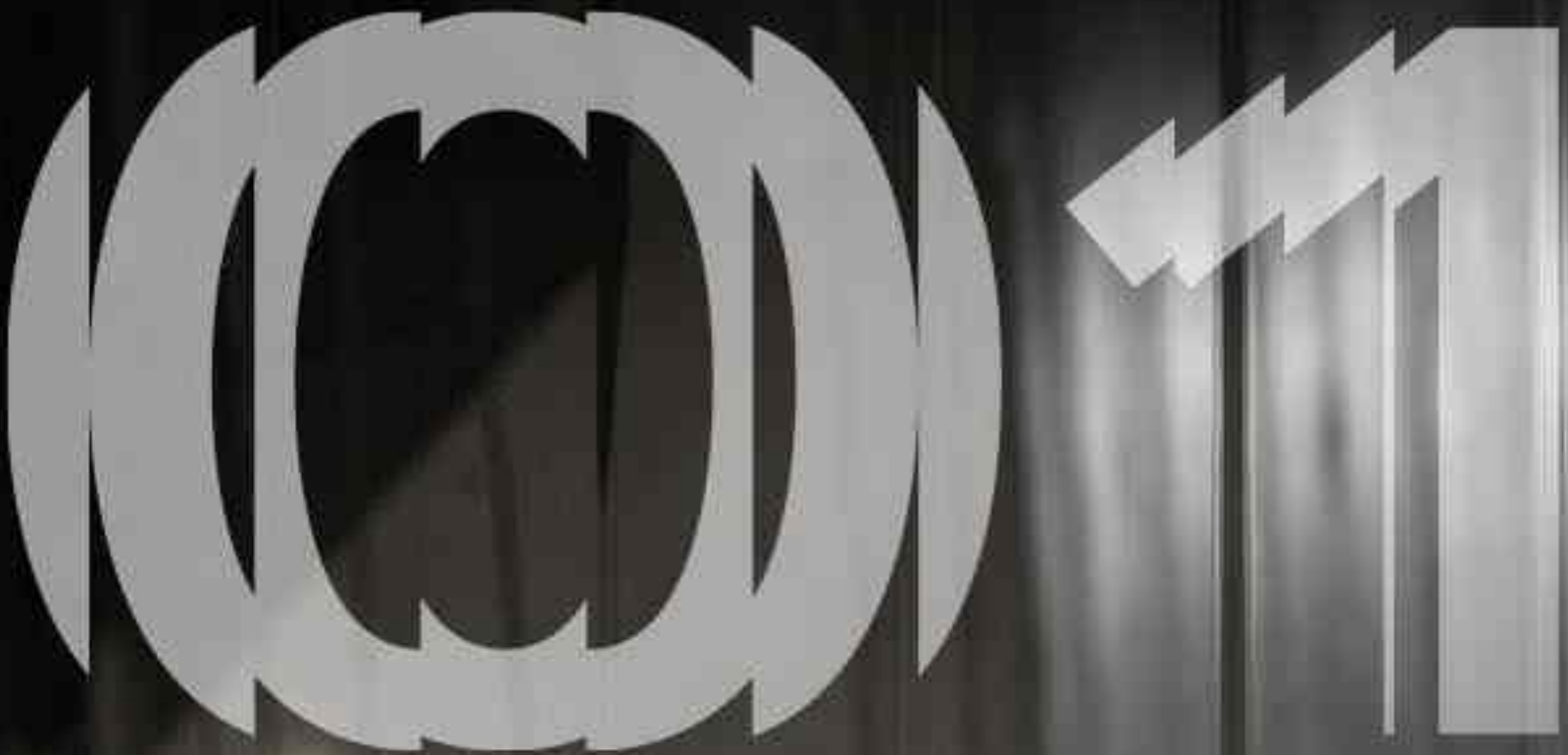
ALROSA implements these measures under the 2029 Sustainability Programme and the 2035 Climate and Environmental Strategies. Our responsible approach has secured leading positions in relevant major ESG contests, ratings, and rankings.

These results were achieved thanks to the coordinated efforts of the ALROSA team and the backing of our shareholders and partners. Thank you for your professionalism, involvement and commitment to the common cause. It is the reliance on our own production facilities, professional team and close engagement with local communities that enable us to look confidently into the future and achieve our sustainability goals.

PAVEL MARINYCHEV
CEO – Chairman
of the Executive Committee,
PJSC ALROSA



ABOUT THE COMPANY



LEADING POSITIONS
IN THE GLOBAL
DIAMOND MINING
INDUSTRY

- ALROSA at a glance 5
- Geography of operations 5
- Business model 7
- 2025 highlights 10
- Key sustainability ratings, rankings, indices and awards 11
- Membership in organisations and associations 12



ALROSA at a glance

ALROSA Group is the world’s diamond mining leader with a full production cycle — from exploration and mining to rough diamond cutting and polishing, production and sales of natural diamond jewellery. The Company accounts for about 90% by volume of the total diamond production in Russia and 30% in the world, while ALROSA’s diamond reserves account for almost half of the global reserves.

The key asset of ALROSA Group is PJSC ALROSA, a public joint stock company with state participation. A unique feature of PJSC ALROSA is the involvement of indigenous peoples of Yakutia in the strategic management of the Company, part of which is directly owned by uluses representing local communities.

GRI 2-1

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 mineral resources. To fulfil the mission, the corporate strategy embeds principles of sustainable

development aimed at creating value for all stakeholders. Successful implementation of the Strategy will allow the Company to strengthen its leading position on the rough diamond market, ensure sustainable long-term growth of production and revenue, and increase shareholder value.

Geography of operations

ALROSA’s key production facilities are located in the Republic of Sakha (Yakutia). Here the Company develops more than 20 primary and alluvial deposits by open-pit and underground mining methods. In the Arkhangelsk Region, the Company is developing two kimberlite pipes of the largest primary diamond deposit in the European part of Russia – M.V. Lomonosov deposit. ALROSA’s total production assets in Russia include nine open-pit mines, three underground mines and 14 alluvial deposits. Five mining and processing

divisions are located in the production regions and three own diamond cutting and polishing enterprises operate in Smolensk, Moscow and Barnaul.

In 2025 ALROSA expanded its activity in the field of gold mining and for the first time began mining gold as the main type of mineral in the Republic of Sakha (Yakutia). At the same time, the Company continued to implement a project to develop the Degdekanskoye gold ore field in the Magadan Region.

ALROSA’s strategic priorities



Focus on rough diamond business



Replanishing mineral resources to ensure long-term growth



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



Fostering consumer demand for ALROSA Group’s rough and polished diamonds by developing new sales channels and markets



Achieving additional synergies from participation in projects in exploration and mining of metals, as well as solid minerals and hydrocarbons

 For more details on ALROSA Group’s 2025-2029 Development Strategy, see the Company’s [2025 Annual Report](#).





WHAT ALROSA IS PROUD OF

ALROSA GEOLOGISTS RECEIVED AWARDS FROM THE MINISTRY OF NATURAL RESOURCES AND ENVIRONMENT OF THE RUSSIAN FEDERATION

In 2025 ALROSA geologists were awarded the ministerial award of the Ministry of Natural Resources and Environment of the Russian Federation—the honorary badge “Discoverer of a Deposit”. Ministerial awards were given to the Company’s employees for the discovery of alluvial gold deposits of Borosku-Unguokhtakh and Khaptasynnakh in the Oleneksky ulus of the Republic of Sakha (Yakutia). Exploration work was carried out from 2019 to 2024 as part of the Company’s investment programme, and as a result, reserves of two new deposits were added to the national balance sheet.





Geography of operations



Management



Mining and processing



Sorting, evaluation
and sales



Project activities



Research and innovation



Exploration Complex



Cutting



Jewellery production



Degdekanskoe
gold ore field

EXTENSIVE PRODUCTION FACILITIES

5 mining and processing divisions

More than 20 primary and alluvial diamond deposits
under development

Europe's largest cutting complex

Own jewellery production

>60
structural
divisions,
subsidiaries
and associates

90%
of production
is in Yakutia



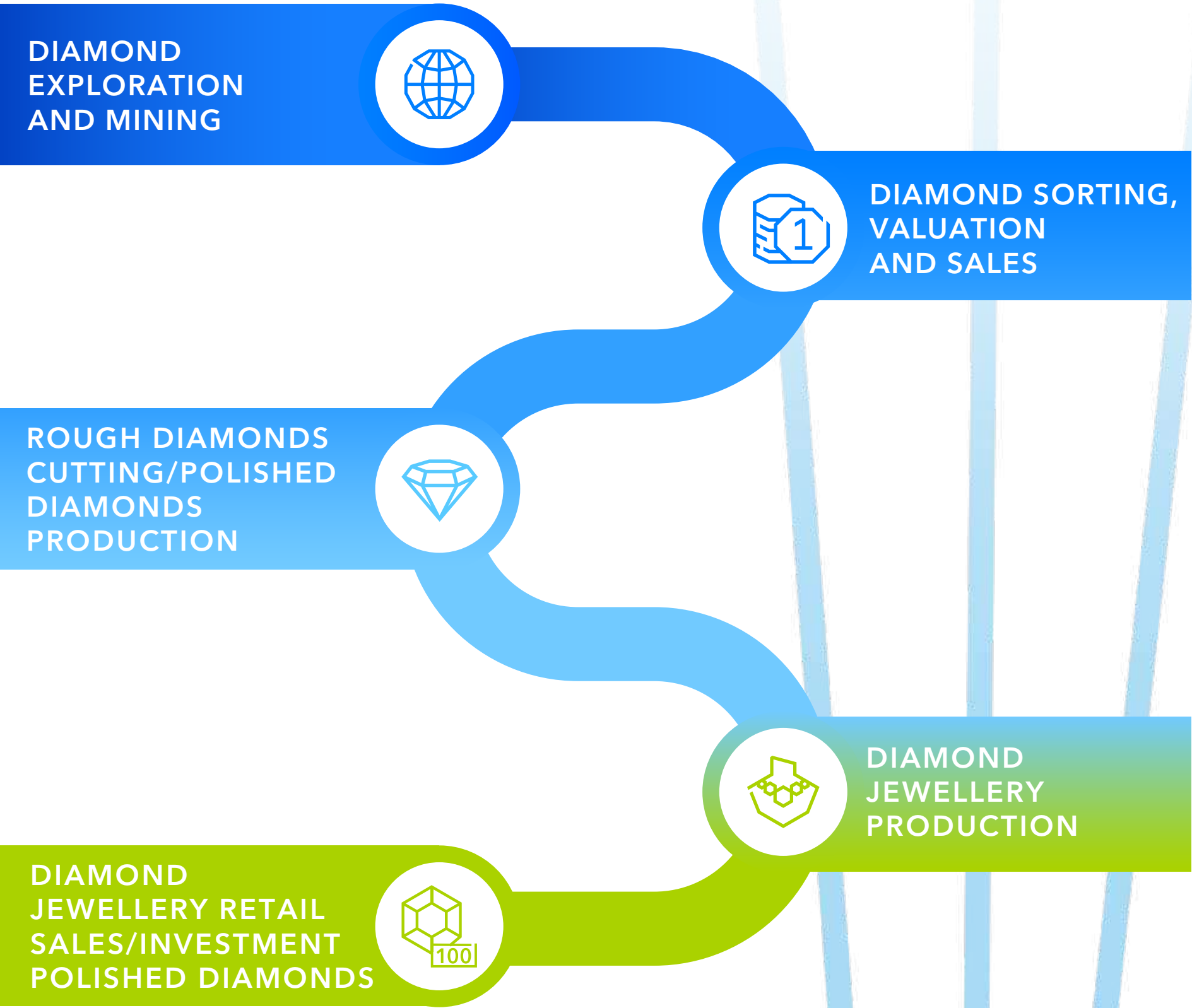
Business model

GRI 2-1 GRI 2-6 GRI 3-3

From the deposit to the jewellery store, the diamond’s entire lifecycle is under ALROSA’s full supervision. This allows the Company to guarantee the natural origin of each gem and the consistent high quality of its products. Each rough diamond is evaluated and sorted in accordance with Russian and international standards and master samples for quality and colour. Part of the rough diamonds are delivered to ALROSA’s cutting and polishing enterprises, where experts of the Company create 3D models of diamonds and calculate the best possible cut with mathematical accuracy. To turn into a polished diamond, a rough diamond must go through a number of stages of a complex technological process: many months can pass from the first marking to final polishing. Adherence to the traditions of the world-renowned “Russian Cut” ensures that ALROSA diamonds have flawless proportions and a brilliant play of light. The final stage is the Company’s jewellery production when highly qualified craftsmen create unique diamond jewellery by combining the rich heritage of the Russian jewellery school with modern trends.

At the heart of ALROSA’s business strategy lies the commitment to ensure the stability of key operational and financial metrics (production volumes and revenue), strengthen the Company’s market influence, and consolidate its competitive advantages in the global diamond industry. At the same time, one of the central elements of the strategy is the creation of maximum long-term value for shareholders, investors and other stakeholders.

ALROSA’s value chain



ALROSA'S BUSINESS MODEL

PBCS 3

PBCS 8

PBCS 10

PBCS 11

PBCS 26

PBCS 27

PBCS 61

PBCS 64



Economic value generated and distributed¹, RUB million

GRI 201-1

GRI 14.9.2

GRI 14.23.2

PBCS 19

PBCS 61

PBCS 64

DISCLOSURE	2022 ²	2023	2024	2025	STAKEHOLDERS FOR WHOM VALUE IS CREATED
Economic value generated	329,564	334,723	254,110	297,757	A wide range of stakeholders
Sales revenues	295,439	322,567	239,067	235,089	
Income from government grants	4,729	3,954	5,005	6,040	
Share of net profit of associates and joint ventures	7,015	2,529	13,899	2,518	
Interest income	4,894	6,837	12,872	10,814	
Foreign exchange gains	1,118	1,525	-10,581	14,166	
Balance of other operating income, including provisions	16,369	-2,689	-6,152	29,130	
Economic value distributed	197,858	261,126	213,548	209,746	Employees, suppliers, contractors Employees Shareholders, investors, lenders Government authorities (federal / regional / municipal) Local communities
Operating expenses	56,877	45,754	43,717	60,095	
Salaries, payroll contributions and other employee benefits	71,316	80,680	90,623	92,469	
Payments to providers of capital	4,737	48,177	27,296	19,638	
Payments to government	59,388	80,066	45,533	31,973	
Community investments, charity	5,540	6,449	6,379	5,571	
Economic value retained	131,706	73,597	40,562	88,011	



¹ The data source is the [consolidated financial statements](#) prepared in accordance with IFRS (accrual data). When calculating GRI 201-1, a number of non-monetary items are not taken into account, namely in relation to 2025: depreciation of property, plant and equipment, provision for impairment of property, plant and equipment, change in the discounted value of provisions, loss on disposal of subsidiaries, loss on sale of a subsidiary, expenses for identified deficiencies, loss on disposal of property, plant and equipment, change in the discounted value of lease obligations, impairment loss on intangible assets, changes in valuation for reclamation assets, reversal of provision for impairment of property, plant and equipment. In accordance with the requirements of the standard, the indicator is calculated on the basis of the accrual method.

² The data for 2022 were adjusted to synchronise the calculation approach with subsequent reporting periods.

³ Payments to providers of capital in 2025 include financial expenses on exchange-traded bonds denominated in roubles with a variable rate, Eurobonds, exchange-traded bonds denominated in roubles, bank loans, replacement bonds denominated in US dollars, and other liabilities.

⁴ Payments to the government include the mining tax, property tax, royalties, other taxes, and income tax expenses.



2025 highlights

HUMAN CAPITAL DEVELOPMENT



ALROSA is a top three leader in the RAEX HR Management Rating



The Company joined the “Working Yakutia. Human Resources” project



Strategic partnership agreement was concluded with the National Council for Corporate Volunteering

TOP-100 LEVEL

The succession talent pool programme was expanded to the TOP-100 level

OCCUPATIONAL HEALTH AND SAFETY



The new Industrial Safety Policy and the Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements at PJSC ALROSA were approved

An automated information system for issuing work permits and the Production Control automated information system were implemented



ENVIRONMENTAL PROTECTION



ALROSA received an internationally recognised verification confirming the carbon neutrality of the Company's diamonds and their negative carbon footprint



ALROSA was ranked among the leaders in effective water management by the RAEX rating agency

The Company took a leading position in the Nature and People Foundation’s biodiversity ranking

ALROSA approved the Regulations on interaction and compliance with environmental safety requirements in the area of operations of PJSC ALROSA

DEVELOPMENT OF THE REGIONS OF OPERATIONS



Five social projects in the Mirninsky District underwent performance evaluation

The Cooperation Agreement in the Area of Social and Economic Development of the Nyurba District for 2025–2027 with the Nyurba Ulus (District) was updated

A new Cooperation Agreement with the Government of the Republic of Sakha (Yakutia) and the Association of Indigenous Small-Numbered Peoples of the North of the Republic of Sakha (Yakutia) was signed



GOVERNANCE AND BUSINESS ETHICS



The Company successfully completed the certification of its compliance system in accordance with ISO 37301:2021

The Compliance Policy was updated



The Code of Business Ethics for Partners of ALROSA Group was approved

Key sustainability ratings, rankings, indices and awards



ESG RANKING OF COMPANIES
2nd out of 20 in the metals and mining sector
4th out of 145 companies overall¹
Based on the RAEX ESG ranking, ALROSA's ordinary shares were included in the calculation base of the share index "MOEX-RAEX ESG Balanced Index"



ESG TRANSPARENCY RANKING
1,74
from 0 to 2 (2 — total disclosure)


РОССИЙСКИЙ
ИНСТИТУТ ДИРЕКТОРОВ

**NATIONAL RATING
OF CORPORATE GOVERNANCE**
**8+ Leading corporate
governance practice**
from 1 to 10 (10 — max score)



**RESPONSIBILITY
AND TRANSPARENCY INDEX**
Category A
A to C (A — max score)
Based on the RSPP Index, ALROSA's ordinary shares were included in the calculation base of the share index "MOEX-RSPP Responsibility and Transparency Index"



**SUSTAINABILITY VECTOR
INDEX**
Group A
A to C (A is the best group)
Based on the RSPP Index, ALROSA's ordinary shares were included in the calculation base of the share index "MOEX-RSPP Sustainability Russian Companies Vector Index"


МОСКОВСКАЯ
БИРЖА

**CLIMATE SUSTAINABILITY
RATING**
ESG agenda leader
that has a robust climate management system and controls its carbon footprint and climate risks
Based on the MOEX Climate Sustainability Rating, ALROSA's ordinary shares were included in the calculation base of the share index "MOEX Climate Sustainability Index of Non-Financial Companies"



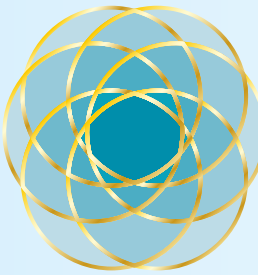
ESG-RATING
**ESG-3 (AA),
Stable outlook,**
corresponds to a very high ESG rating



**RANKING OF RUSSIA'S
BEST EMPLOYERS**
Platinum Status
in Environment and Corporate Governance categories
Gold status
in the Employees and Society category



ESG RANKING OF COMPANIES
**Group 1,
"very high level of water
management"**
Water Management Leader


НАЦИОНАЛЬНАЯ
ПРЕМИЯ
ЛИДЕРЫ
ОТВЕТСТВЕННОГО
БИЗНЕСА

**Winner of the Leaders
of Responsible Business
National Award 2025**



**Winner of the All-Russian
Competition "Flagships of
Business: Dynamics, Responsi-
bility, Sustainability — 2025"**
held by the Russian Union of Industrialists and Entrepreneurs
in the nomination "For Support of Workers with Family Responsibilities, Families and Children, Improving the Demographic Situation"



RBC EMPLOYER RATING 2025
**Group I —
the winners of the rating
with the best results according
to the assessment criteria**

¹ As at 24.12.2025. Source: https://raexpert.eu/esg_corporate_ranking/



Membership in organisations and associations

GRI 2-28

Sustainability organisations

- United Nations Global Compact
- UN Global Compact Network Russia
- Expert Council on Sustainable Development under the Ministry of Economic Development of the Russian Federation
- Working Group of the RSPP Committee on Ecology and Climate Policy (formerly the RSPP Committee on Ecology and Environment Management) for Biodiversity Conservation

Professional and industry associations

- “Chamber of Commerce and Industry of the Republic of Sakha (Yakutia)” Union
- Union of Manufacturers of the Republic of Sakha (Yakutia)
- Non-Profit Partnership “Solid Minerals Technology Platform”
- Association of organisations in the area of subsoil use “National Association of Subsoil Expertise” (NAEN)
- Association of self-regulatory organisations “Union of Builders of Yakutia”
- Association “Engineering Surveys in Construction” — All-Russian Industry Association of Employers
- Self-Regulatory Organisation “Northern Design Engineer” Association



SUSTAINABILITY STRATEGY

Key milestones in building the Company's
sustainability system 15

Strategic pillars and ambitions 16

Sustainability management system 17

Management of sustainability-related risks and opportunities 22

Contribution to the UN SDGs and the National Development
Goals of the Russian Federation 27

Stakeholder engagement 34

International industry cooperation 35

ENSURING
ECONOMIC
SUSTAINABILITY
BY INTEGRATING
RESPONSIBLE
PRACTICES



2025 HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

IFRS S1 46

IFRS S1 51

The 2025 Action Plan for the 2025–2029 ALROSA Group Sustainability Programme was fulfilled

The register and the map of significant sustainability risks and opportunities were updated

The identified transition climate risks and their management measures were included in the register of sustainability risks and opportunities

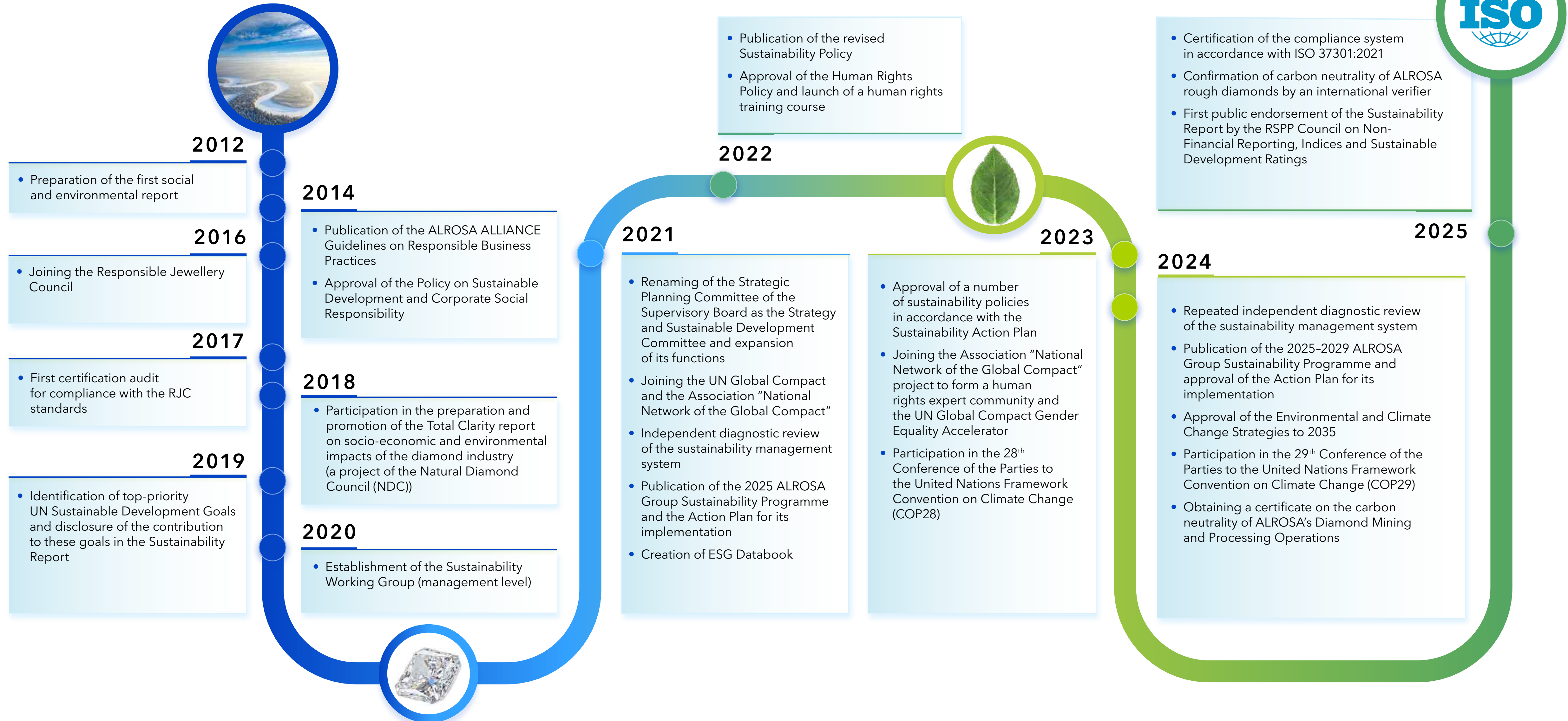


	TARGET	PROGRESS FOR 2025
GE1 Improving the sustainability management system	Engaging the expert community to implement best sustainability practices and improve corporate governance	ALROSA hosted the round table session “COP30: Expectations and Outcomes” At the UN Global Compact Network Russia (COP30) session, ALROSA representatives shared their experience in adapting to climate change and achieving carbon neutrality for rough natural diamonds, and discussed the challenges and prospects for sustainable development of indigenous peoples in the context of the climate agenda
GE3 Ensuring responsible supply chains and increasing consumer confidence	Establishing and strengthening industry collaboration platforms with friendly countries, and enhancing industry self-regulation mechanisms in support of the Kimberley Process	ALROSA actively collaborated with industry partners from the African Diamond Producers Association (ADPA) for the purpose of promoting a single sustainable diamond mining standard and responsible business practices in the industry ALROSA experts took part in a roadshow to promote the single ADPA standard in South Africa and Namibia
	Ensuring that 100% of diamond operations are covered by the System of Warranties of the World Diamond Council to support industry self-regulation	Ongoing in accordance with the Regulation on the Procedure and Terms of Sales of Natural Diamonds. The System of Warranties Guidelines of the World Diamond Council has been integrated into ALROSA’s regulatory documents, procedures and practices
	Supporting industry-wide generic diamond marketing initiatives	With ALROSA’s expert involvement, the ADPA decided to explore cooperation mechanisms with other industry organisations regarding the promotion of natural diamonds With ALROSA’s support, the second BRICS diamond dialogue platform meeting was held

- Completed
- In progress
- Not accomplished



Key milestones in building the Company's sustainability system





Strategic pillars and ambitions

GRI 2-23 GRI 2-24 PBCS 45 PBCS 47

Sustainability principles have been consistently embedded across all areas of ALROSA's operations and are enshrined in the Company's mission, ALROSA Group's 2025-2029 Development Strategy, as well as in its corporate policies and standards. The key regulatory document defining ALROSA's approach to sustainability management is the [Sustainability Policy](#).

During the reporting year, the implementation of responsible business practices delivered significant advantages to the Company. It enabled ALROSA to swiftly adapt to changes in the global diamond market and to establish an effective system for managing risks and opportunities related to sustainable development.

i For more information on the impact of macroeconomic and sectoral trends on the Company's strategic pillars and ALROSA Group's 2025-2029 Development Strategy, see the Company's [2025 Annual Report](#).

The Company's documents governing each area of sustainable development are specified in relevant sections of this report.

Since 2021, ALROSA has been a participant in the UN Global Compact (UNGC), and since 2023, also a member of its National Network in Russia. Annually, the Company submits a Communication on Progress (CoP), reaffirming its commitment to the ten UNGC principles and demonstrating their implementation. The consistent development of this partnership is reflected not only in reporting but also in the active engagement of the expert community in dialogue on the most pressing sustainable development issues.

For 15 consecutive years, ALROSA has consistently demonstrated its commitment to sustainability by publishing annual non-financial reports. These reports detail the Company's ESG initiatives, summarise the reporting year's achievements, and outline future plans, ensuring full transparency for all stakeholders and tracking its own progress in sustainable development aspects. The Company is implementing the [2025-2029 ALROSA Group Sustainability Programme](#) (hereinafter, the 2025-2029 Programme), which defines strategic pillars and includes 15 ambitions and 34 targets for the pillars, supported by specially developed action plans. The targets are set for ALROSA Group, including PJSC ALROSA and its subsidiaries operating in the Russian Federation.

In the reporting period, ALROSA successfully completed all the activities planned for 2025.

i For more information on the results of implementing measures in specific areas, see the relevant sections of this report.

ALROSA's strategic pillars under the 2025-2029 Programme



WHAT ALROSA IS PROUD OF

EXPERT DISCUSSION ON COP30 OUTCOMES IN RUSSIA

In 2025 ALROSA hosted leading Russian experts in sustainable development, climate, and environmental engineering for the round table "COP30: Expectations and Outcomes". Organised jointly with the Climate Partnership of Russia and the National Network of the Global Compact, the event brought together representatives of major corporations and scientific institutions. Participants discussed key decisions of the 30th Conference of the Parties to the UN Framework Convention on Climate Change, as well as the challenges of the just transition for businesses and states.

Hosting this round table at ALROSA demonstrates the Company's commitment to open dialogue with the professional community, facilitates the integration of the global climate agenda into corporate practices, and strengthens ALROSA's leadership position in promoting responsible business conduct.

COP30
BRASIL
AMAZÔNIA
BELÉM 2025



Sustainability management system

GRI 3-3 IFRS S1 27(a)(i) IFRS S2 6(a)(i) IFRS S2 b(i) PBCS 46

The corporate governance system ensures the holistic and consistent integration of sustainable development principles into all of the Company's business processes. The existing governance and risk management mechanisms enable effective monitoring and adjustment of the strategic pillars and targets, as well as the oversight the Company's achievements and results in sustainable development.

GRI 2-12 GRI 2-14 IFRS S1 27(a)(i) IFRS S2 6(a)(i) IFRS S2 b(i)

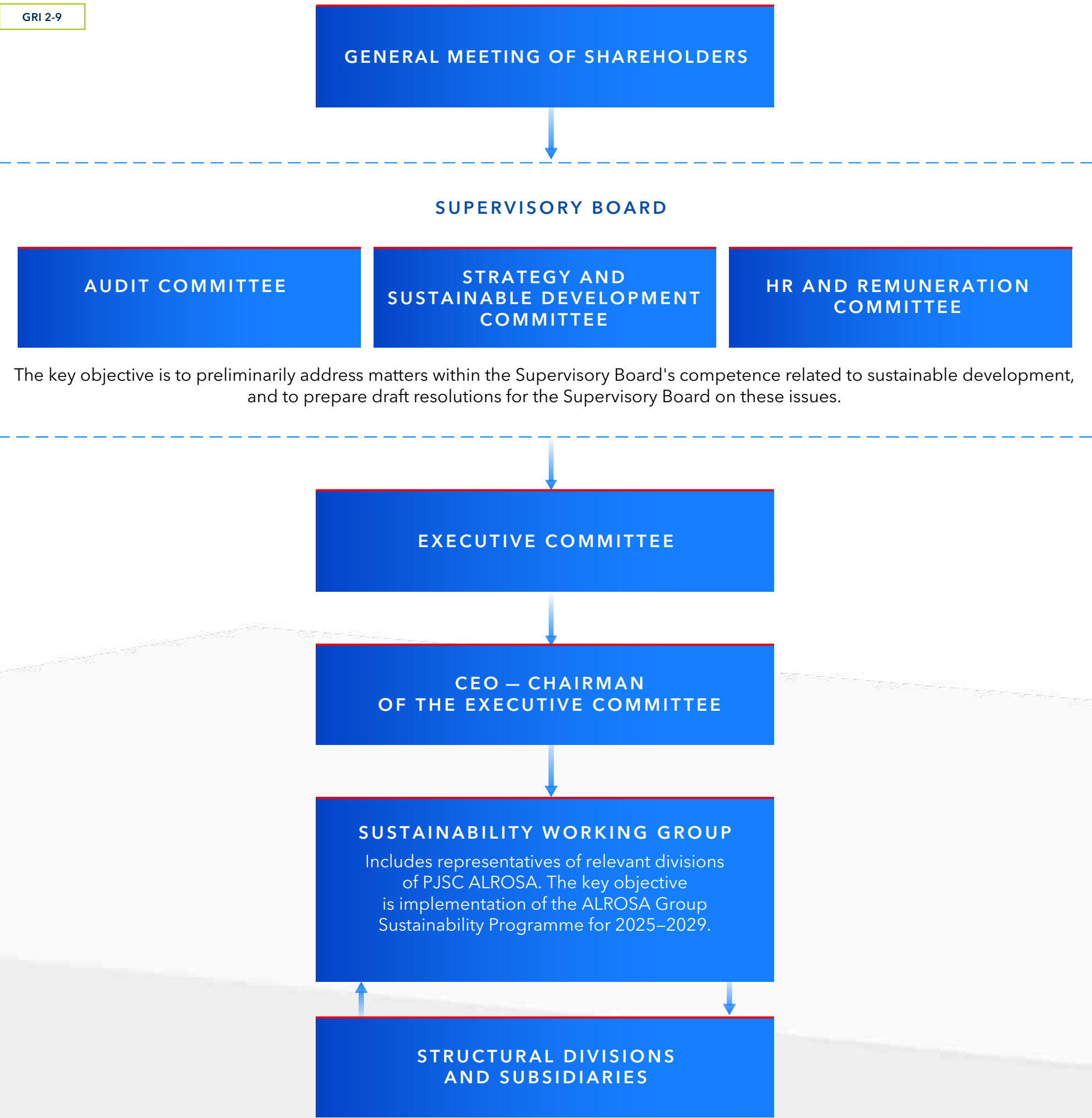
The Supervisory Board of PJSC ALROSA is responsible for defining strategic pillars and setting long-term goals in the field of sustainable development. This includes integrating climate-related risks and opportunities into the Company's risk management system, overseeing the implementation of the climate risk and opportunity management strategy, and approving the necessary resources to effectively manage sustainability and climate change initiatives. The Supervisory Board establishes performance indicators to evaluate the Company's effectiveness in sustainable development and conducts an annual assessment of the results achieved. The Board also approves ALROSA's annual sustainability reports.

GRI 2-17 IFRS S1 27(a)(ii) IFRS S2 6(a)(ii) IFRS S2 (7)

To guarantee the Supervisory Board possesses the necessary competencies in sustainable development, PJSC ALROSA assesses Board candidates based on their professional qualifications, knowledge, experience, skills, and business acumen, ensuring they meet the Company's needs, including for the implementation of strategic goals and decision-making. Additionally, candidates are vetted for an impeccable business and personal reputation, as well as the absence of any conflicts of interest. This vetting process is conducted by the HR and Remuneration Committee which also identifies any need for additional competencies within the Supervisory Board (taking into account the annual assessment of the Board and its committees).

PJSC ALROSA's Supervisory Board comprises professionals whose experience spans a wide range of areas—from strategic planning and international cooperation to risk management and the implementation of sustainable development practices. Thanks to this diverse knowledge base, the Board successfully sets the strategic direction for the Company's development, strengthens partnerships with stakeholders, and formulates a strategy that harmoniously balances economic, social, environmental, and climate priorities.

Organisational structure of ALROSA's sustainability management



SUPERVISORY BOARD OF PJSC ALROSA AS AT 31 DECEMBER 2025

GRI 2-9

GRI 405-1

GRI 14.21.5

MEMBER NAMES		PARTICIPATION IN SUPERVISORY BOARD COMMITTEES		
		Audit Committee	Strategy and Sustainable Development Committee	HR and Remuneration Committee
1	Anton Siluanov Chairman of the Supervisory Board			
2	Aysen Nikolayev First Deputy Chairman of the Supervisory Board		+	
3	Sergey Ivanov Deputy Chairman of the Supervisory Board		+	
4	Pavel Bagynanov		+	
5	Evgenia Grigorieva Independent director	+	+	Chairman
6	Full name¹		+	
7	Andrey Donets Independent director	+	+	+
8	Sergey Dyachenko Senior independent director	Chairman	+	+
9	Georgy Basharin		+	

MEMBER NAMES		PARTICIPATION IN SUPERVISORY BOARD COMMITTEES		
		Audit Committee	Strategy and Sustainable Development Committee	HR and Remuneration Committee
10	Pavel Marinychev		+	
11	Sergey Mestnikov		+	
12	Alexey Moiseev		Chairman	
13	Igor Nikolayev		+	+
14	Andrey Ryumin		+	
15	Petr Fradkov		+	

SUPERVISORY BOARD MEMBERS’ COMPETENCIES IN SUSTAINABLE DEVELOPMENT

Sergey Dyachenko has completed specialised training in sustainable development, managed and coordinated the work of the health and safety as well as environmental protection departments, and worked on development and environmental safety projects.

Igor Nikolaev heads the organisation that prepares the annual report on the activities of the Republic of Sakha (Yakutia) in sustainable development and facilitates the region’s interaction with the United Nations Association of Russia. He has significant experience in developing strategic planning documents for economic entities and municipalities, which, among other things, take into account the principles of sustainability.

Georgy Basharin oversees interaction with subsoil users in the Mirninsky district regarding socio-economic development and has experience in organising large-scale industry forums and projects, including those supporting sustainability practices.

 For more information on the Supervisory Board members’ competencies in sustainable development, see the ALROSA Supervisory Board members’ Competence Map on the Company’s [website](#).



¹ Hereinafter: Access to information about full names and other information about individual members of the Company's management and control bodies is limited in accordance with Resolution of the Government of the Russian Federation No. 1102 of 4 July 2023 "On the Specifics of the Disclosure and/or Provision of Information to be Disclosed and/or Provided in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market".



GRI 2-13	GRI 2-16	GRI 2-19	IFRS S1 27(a)(i)
IFRS S1 27(a)(iv)	IFRS S1 27(a)(v)	IFRS S1 27(b)(i)	
IFRS S2 6(a)(i)	IFRS S2 6(a)(iv)	IFRS S2 6(a)(v)	
IFRS S2 6(b)(i)	IFRS S2 29(g)	IFRS S2 34	
PBCS 47			

The Supervisory Board has an advisory body — the Strategy and Sustainable Development Committee — established for preliminary consideration of strategic planning and sustainable development matters. The Committee oversees and evaluates the execution of ALROSA Group’s Development Strategy, tracking progress against corporate sustainable development goals and championing the adoption of industry best practices. Its remit includes the preliminary review and assessment of sustainability reporting, international engagement on responsible business conduct, and the formulation of recommendations for the Supervisory Board. The Committee also reviews and proposes sustainability targets to the Supervisory Board for approval within the Sustainability Programme, revising these targets based on the Programme’s outcomes.

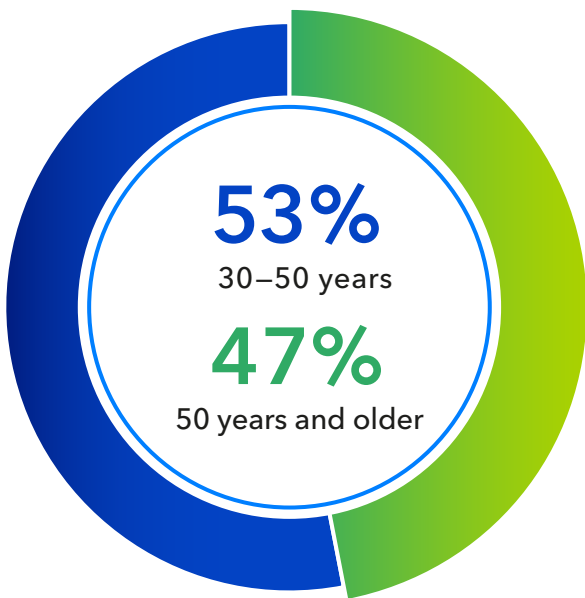
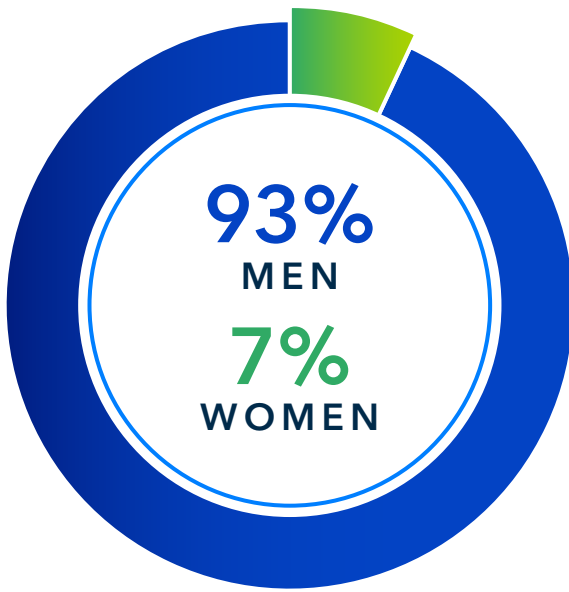
In addition, the Committee monitors sustainable development performance. Annually, as part of the analysis of the progress report for the Action Plan for the ALROSA Group Sustainability Programme, it assesses the impact of the Company’s operational activities on approved targets and evaluates progress against interim milestones.

The interim targets are embedded within ALROSA’s senior management remuneration policy and are reviewed by the Strategy and Sustainable Development Committee Committee every two years. During the reporting period, no revisions were made to the interim targets. Progress against the targets of ALROSA’s Sustainability Programme is tracked and reported annually in the Company’s non-financial disclosures.

In 2025 the Supervisory Board approved a revised version of the Regulations on Strategy and Sustainable Development Committee. The amendments are designed to boost the Committee’s operational efficiency, strengthen oversight of industrial safety, and align with modern collaboration models, including hybrid and remote meeting formats.¹ The updated provisions enhance control over strategic risks, including industrial safety; accelerate the review of strategy and sustainable development matters; reduce administrative costs associated with meeting organisation, while maintaining transparent documentation of the Committee’s decisions.

General information on the Supervisory Board²

PBCS 48	PBCS 49
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WHAT ALROSA IS PROUD OF

“BREAKTHROUGH OF THE YEAR”
AT THE MOSCOW EXCHANGE
ANNUAL REPORT COMPETITION

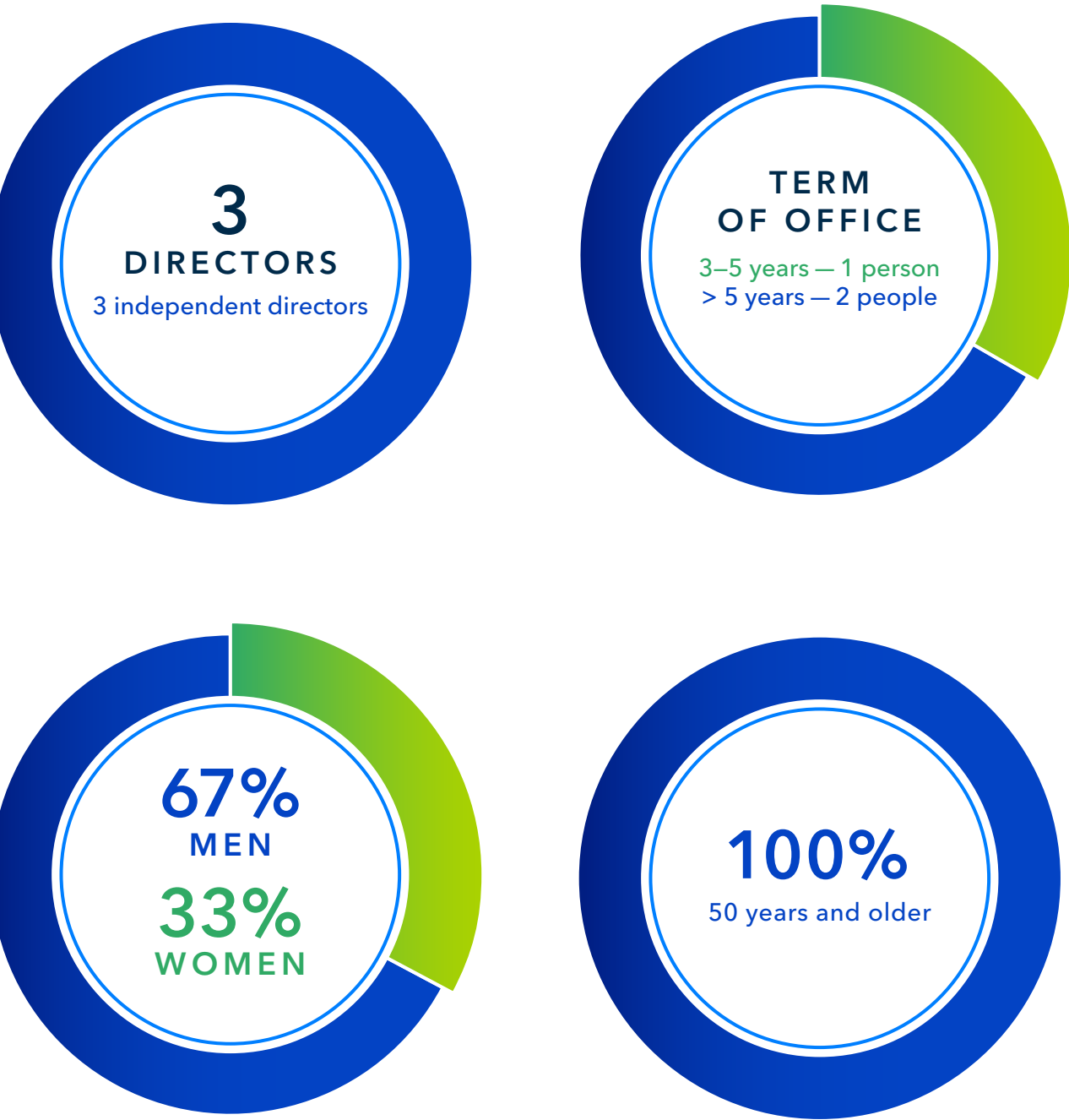
In 2025 ALROSA was awarded the “Breakthrough of the Year” prize at the XXVIII Moscow Exchange Annual Report Competition. This award reflects the Company’s robust corporate governance framework and its commitment to enhancing the transparency of its corporate reporting. ALROSA’s report was also shortlisted in the following categories: “Best ESG Disclosure”, “Best Company and Strategy Presentation”, “Best Sustainability Report”, and “Best Annual Report for a Company with a Market Capitalisation Exceeding RUB 200 Billion”.



¹ The relevant amendments were introduced into the [Regulations on Strategy and Sustainability Committee of PJSC ALROSA](#) by the Supervisory Board of PJSC ALROSA on 21 February 2025.

INFORMATION ON THE SUPERVISORY BOARD COMMITTEES¹

Audit Committee

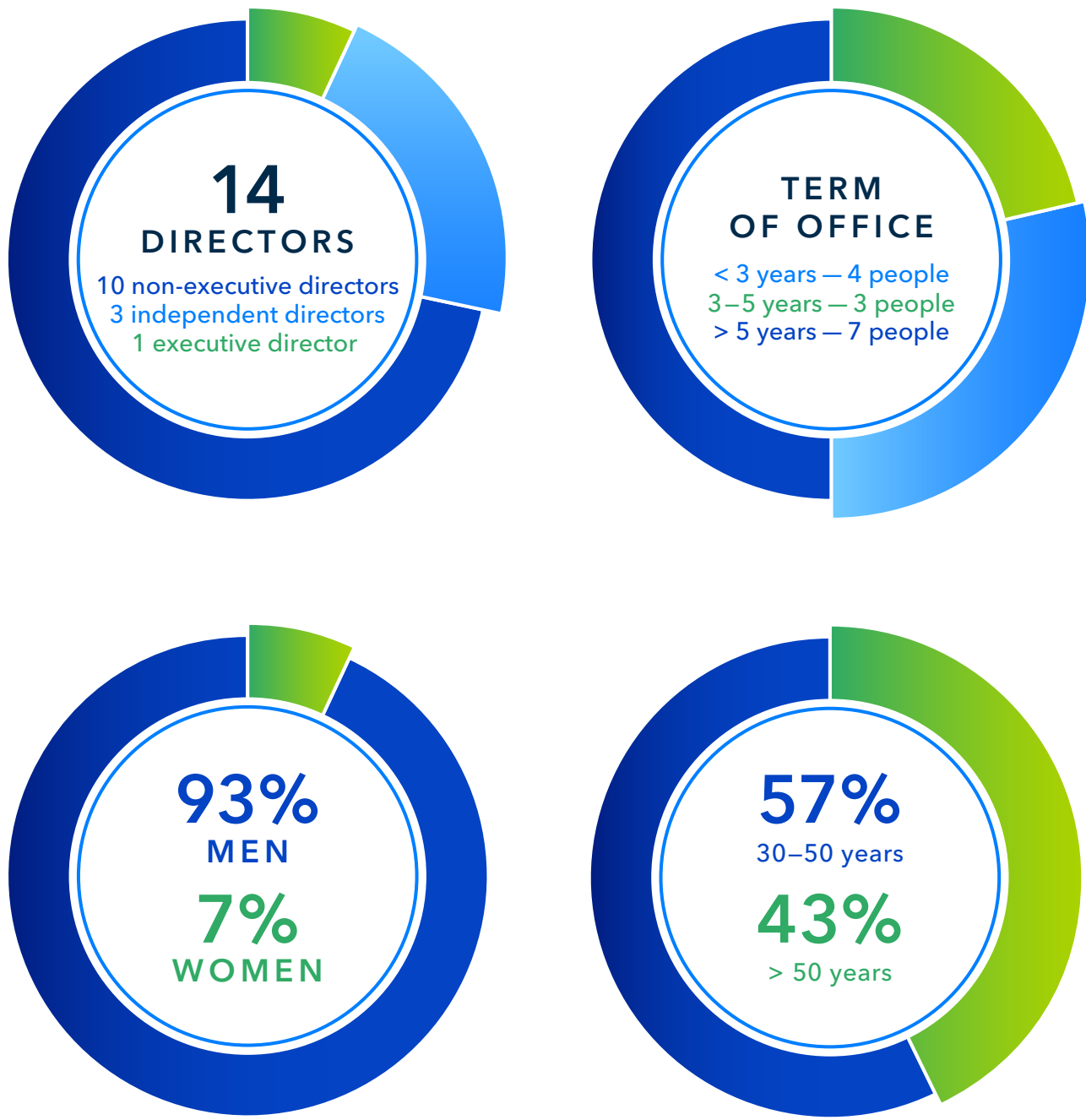


In 2025 22 meetings of the Supervisory Board and five meetings of the Strategy and Sustainable Development Committee were held. The Supervisory Board approved the following:

- ALROSA Group’s 2025–2029 Development Strategy;

- Risk Management and Internal Control Policy of PJSC ALROSA;
- Compliance Policy of PJSC ALROSA (new version);
- Industrial Safety Policy of PJSC ALROSA;

Strategy and Sustainable Development Committee

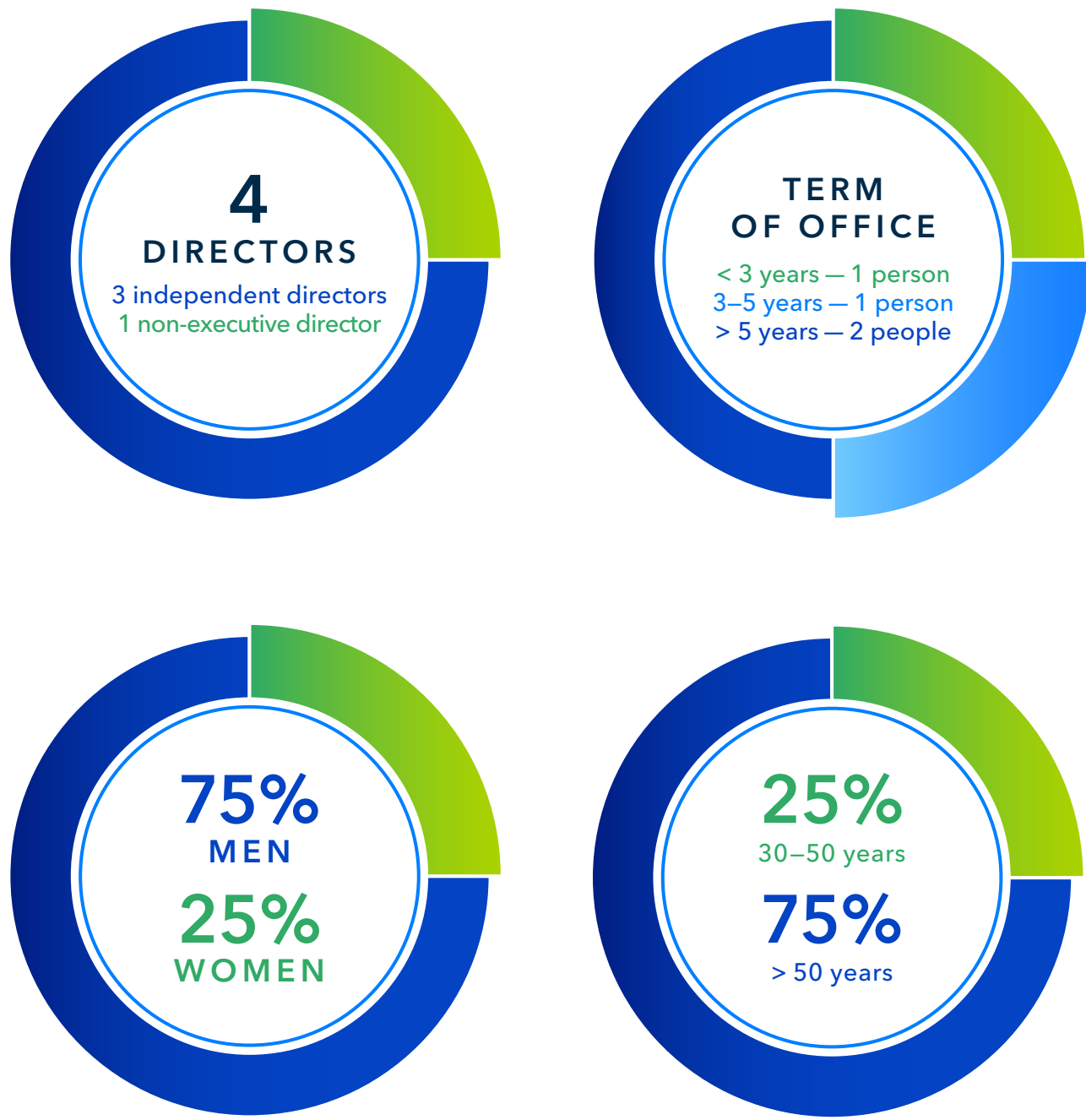


- Regulation on Internal Audit of PJSC ALROSA (new version);
- Procurement Regulations of ALROSA Group (new version);
- Procedure for Auditing the Industrial Safety Management System of PJSC ALROSA.

The Strategy and Sustainable Development Committee, inter alia, considered the following:

- the progress against the Action Plan for ALROSA Group’s Sustainability Programme for 2024;

HR and Remuneration Committee



the progress against the Plan for Transition to Using Domestic Software for 2024.

For more information on the work of the Supervisory Board and its committees in the reporting year, see the [2025 Annual Report](#).



GRI 2-9	GRI 2-19	IFRS S1 27(a)(v)	IFRS S1 27(b)(ii)
IFRS S2 6(a)(i)	IFRS S2 6(a)(v)	IFRS S2 6(b)(i)	
IFRS S2 6(b)(ii)	IFRS S2 29(g)	PBCS 47	

The implementation of the Supervisory Board's strategic decisions on sustainable development is led by the CEO — Chairman of the Executive Committee. His remit includes the operational management of the Company and the effective allocation of functions and authorities among structural and functional divisions. The CEO — Chairman of the Executive Committee reviews quarterly progress reports from the responsible units regarding the execution of the Sustainability Programme. These reports are subsequently submitted to the ALROSA Supervisory Board as part of the Company's Integrated Report on KPI achievement for the reporting year.

The implementation of the Action Plan for the Sustainability Programme is embedded within the Group's annual KPIs and is factored into the determination of remuneration for the CEO — Chairman of the Executive Committee and the members of the Executive Committee. The Report on Achievement of the Annual Key Performance Indicators is first reviewed by the HR and Remuneration Committee and subsequently approved by the Supervisory Board.

In 2025 ALROSA developed a methodological framework for setting sustainable development targets for its subsidiaries. The Company established unified principles and criteria for defining these targets, integrating them into the KPI system, and outlining the subsequent monitoring procedures.

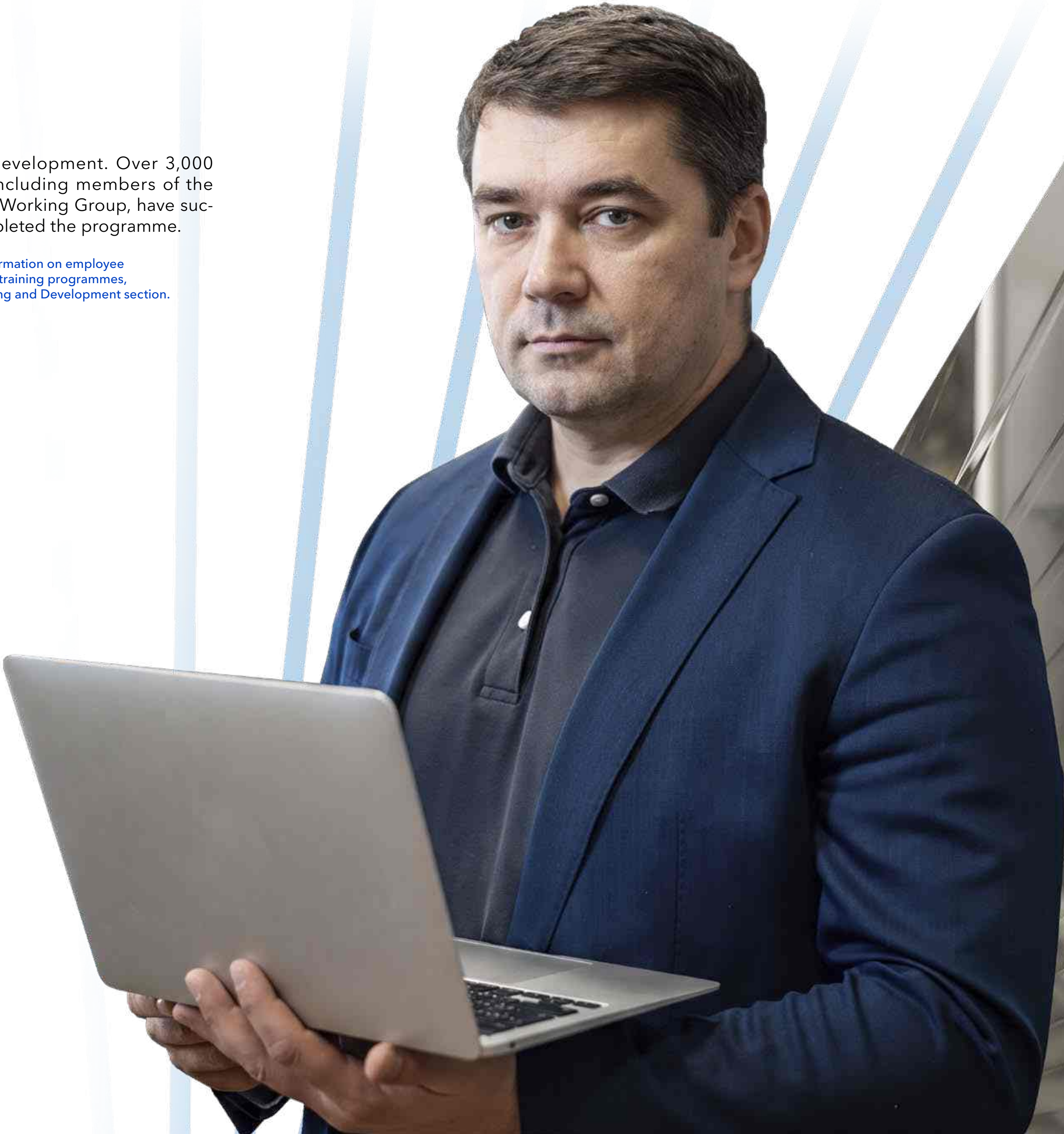
i For more information on ALROSA's approach to remuneration of the members of the Company's Supervisory Board and executive bodies in the reporting year, see the [2025 Annual Report](#).

To promptly address current sustainability issues, the Company has established a dedicated Sustainability Working Group. Comprising experts from divisions responsible for ecology, social policy, finance and economics, and corporate governance, the Working Group ensures a comprehensive approach to task execution.

In 2025 to further enhance the expertise of our employees, ALROSA developed a specialised online training module on

sustainable development. Over 3,000 employees, including members of the Sustainability Working Group, have successfully completed the programme.

i For more information on employee sustainability training programmes, see the [Training and Development](#) section.





Management of sustainability-related risks and opportunities

WHY THIS MATTERS TO ALROSA

ALROSA implements to an integrated approach to risk management. The Company assesses and minimises business risks and consistently addresses sustainability risks and climate threats. Systematic analysis and management of these risks enable ALROSA to quickly adapt to changes in the external environment, minimise potential losses, identify new opportunities for growth and maintain resilience while implementing its long-term strategy.

PBCS 53

REGULATORY DOCUMENTS

INTERNAL

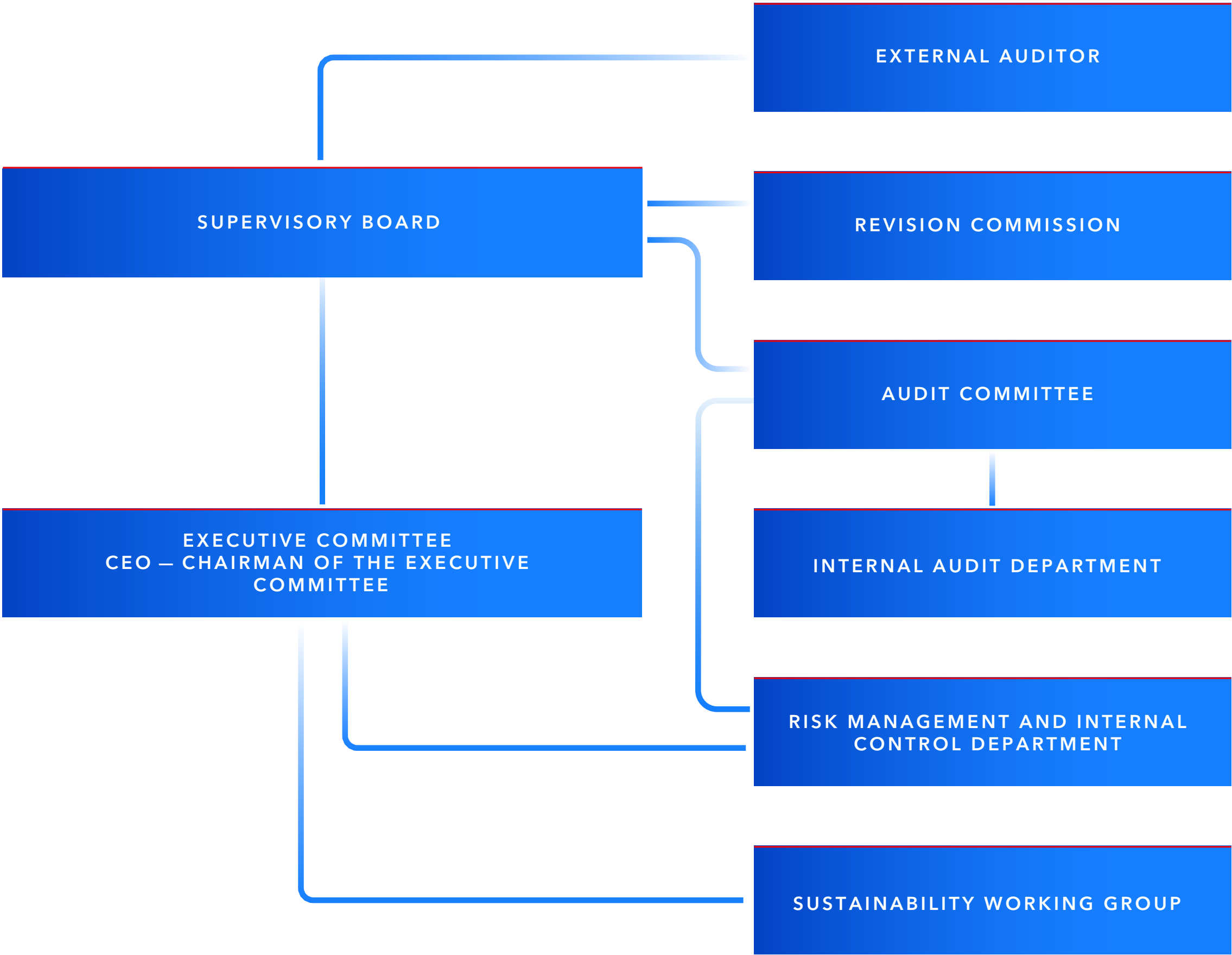
- [Risk Management and Internal Control Policy](#)
- Critical Risk Management Procedure
- Temporary Regulations on Operational Risk Management
- [Regulations on Internal Audit](#)
- [Regulations on Revision Commission](#)



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	- Strategic risk management, including approval of internal documents defining the risk management and internal control policy - Approval of an annual critical risk report and an Action Plan to mitigate critical risks - Approval of a preferred level of risk (risk appetite) - Approval of a report on the assessment of reliability and effectiveness of the risk management and internal control system
CEO — Chairman of the Executive Committee	- Regular monitoring of the Company's overall exposure to risks - Critical risk management decisions
Audit Committee	- Preliminary consideration of an annual critical risk report and an annual Action Plan to mitigate critical risks - Preliminary consideration of a preferred level of risk (risk appetite) - Preliminary consideration of a report on the assessment of reliability and effectiveness of the risk management and internal control system (RM&ICS) - Preparation of recommendations for the Supervisory Board regarding the approval of internal regulatory documents
Risk Management and Internal Control Department	- Overall coordination of risk management and internal control processes at the Company - Creation and implementation of a development plan for the risk management and internal control system, including the compliance system of the Company - Promotion of the Company’s risk and compliance culture
Sustainability Working Group — risk owner	- Analysis of business processes to identify and assess supervised risks - Preparation, maintenance, timely updating and submission of risk passports to the Risk Management and Internal Control Department - Development and implementation of risk mitigation measures, including emergency risk response measures - Development, updating and implementation of control procedures aimed at reducing the risk level to an acceptable level - Timely and proper performance of control procedures assigned - Preparation of proposals to optimise control procedures in order to improve their effectiveness - Prompt provision of comprehensive information on risks and control procedures within the scope of its business process, including at the request of employees of the Risk Management and Internal Control Department
Internal Audit Department	- Independent assessment of the Company's risk management, internal control and corporate governance system - Giving recommendations on improving risk management and internal control processes - Recommendation follow-up - Providing necessary information within the scope of internal audit at the request of the Chairman of the Revision Commission
Revision Commission	Auditing the Company’s financial and business activities

ALLOCATION OF RESPONSIBILITY



APPROACH TO MANAGEMENT OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

GRI 2-24

IFRS S1 44

IFRS S2 25

ALROSA's risk management system is a continuous and orderly process covering all levels of the Company and its key business-processes. ALROSA regularly identifies, assesses, prioritises, manages and monitors potential threats and takes measures to neutralise them, including developing initiatives to minimise risks and maximise opportunities and monitoring the implementation of these measures. For each identified risk, the Company appoints a risk owner and determines the response strategy depending on the specifics and level of manageability of the threat. Sustainability-related risks and opportunities are integrated into a single risk management system.

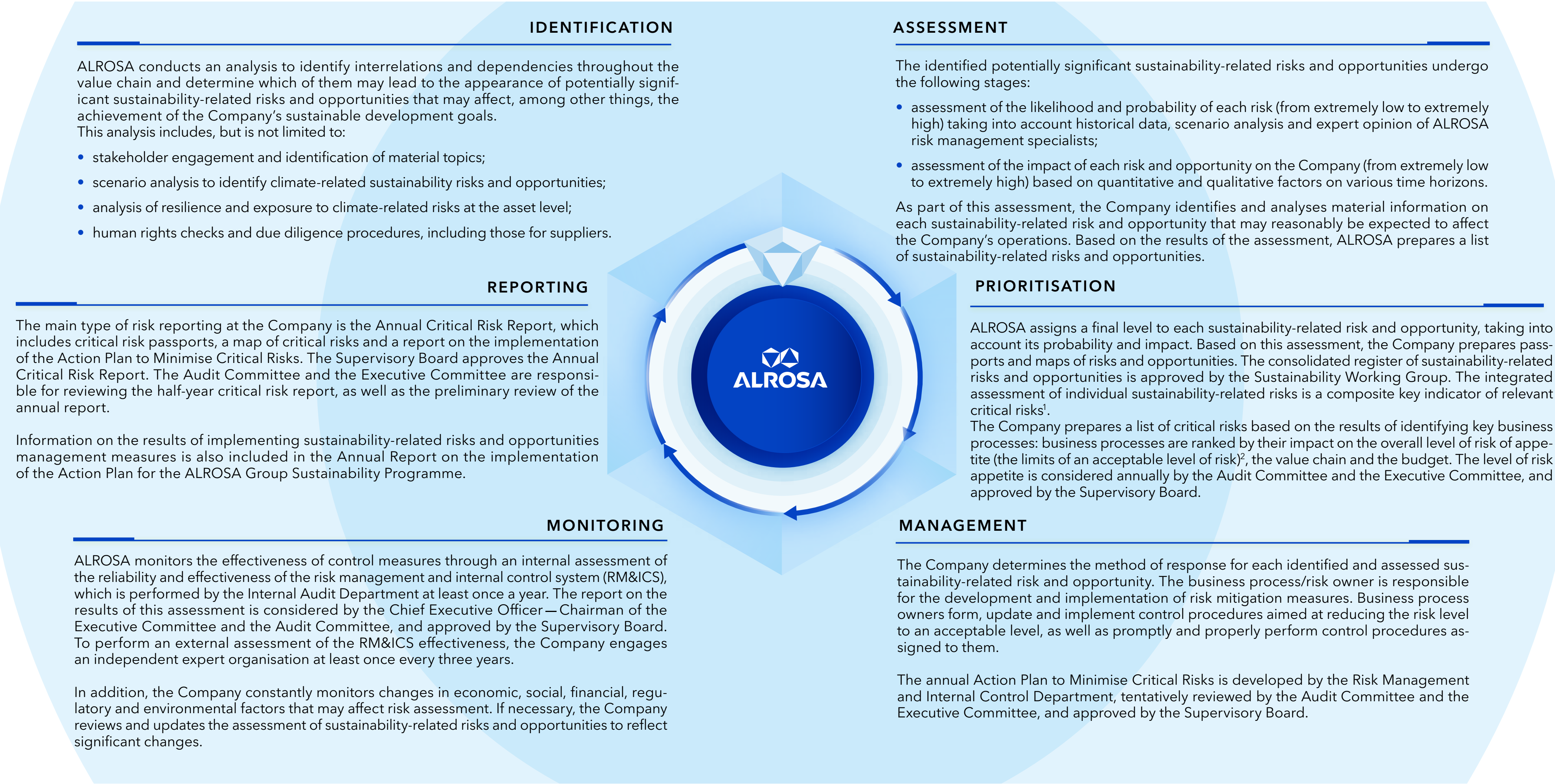
In order to develop the corporate risk culture and ensure in-depth understanding of risk management mechanisms by staff, ALROSA implements regular risk management training programmes as part of special corporate programmes of the Corporate University. In 2025 84 ALROSA employees took part in training events on the fundamentals of risk management, internal control and compliance. In the reporting year, the Company also launched a risk, internal control and compliance podcast on the Almazny Krai radio to promote a risk-oriented culture.

 For more information on approaches and performance of the control bodies of the Company, including the Audit Commission, in the reporting year, see the [2025 Annual Report](#).

IFRS S1 44

IFRS S2 25

Process of managing sustainability-related risks and opportunities



¹ Critical risks are risks that may cause significant, potentially irreversible damage to the Company and/or create a threat to the continuation of the Company's operations/its assets.
² Preferred risk (risk appetite) means the types and amount of maximum permissible levels of risks that the Company's Supervisory Board considers acceptable in achieving the Company's goals.

KEY EVENTS OF 2025

IFRS 51 33

In accordance with the Sustainability Programme Action Plan in the reporting year the Company held meetings with the owners of sustainability-related risks and opportunities, updated the assessment of sustainability risks and opportunities, and revised sustainability-related risks and opportunities passports. In particular, measures to manage these risks and opportunities and risk factors were updated. The sustainability-related risks and opportunities levels have not changed compared to 2024.

In 2025 the Company included transitional risks related to climate change in the sustainability-related risks and opportunities register. In addition, for the risk of critical climate change and the resulting degradation of environmental quality, ALROSA prepared a list of climate-vulnerable facilities of the Company in accordance with the Methodological Recommendations of the Russian Ministry of Economic Development¹. The updated sustainability-related risks and opportunities register was approved by the Sustainability Working Group.

 For more information on the Company's climate-related risks and opportunities, see Climate change and energy efficiency section.

In 2025 ALROSA approved the Critical Risk Management Procedure, which determines the criteria for classifying risks as critical in the Company, and updated the critical risk assessment methodology based on key risk indicators to ensure a direct relationship between critical risks and risks identified at the local level, which, among other things, led to a change in the scale and final risk map. The updated approach to critical risks made it possible to integrate them with sustainability-related risks.

Critical sustainability-related risks² as at 31 December 2025

IFRS 51 30(c)IFRS 52 10(d)

LEVEL OF RISK	RISK NAME		RISK MANAGEMENT MEASURES
Extremely high		Theft of precious products, goods and materials, and corruption violations	- implementing machine control for precious product handling - expanding the staff of controllers for precious products - upgrading video surveillance at sorting sites - reorganising the rough diamond acceptance process - developing a plan of additional measures to improve the safety
Medium		Fatalities and accidents caused by non-compliance with OHS requirements	- implementing a system of blocking and protection against unauthorised access (LOTO) - developing the three-level production control system to prevent emergencies, incidents, fires and accidents - providing employees with personal protective equipment through outsourcing - implementing the Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements  For more information, see Occupational health and safety section
Low		Shortage of employees with the required competencies	- developing talent pool programmes and the succession system for key positions at pilot sites - centralising the recruitment function in subsidiaries  For more information, see Development of human capital section
Low		Negative environmental impact	- centralising the environmental supervision function of subsidiaries based on the ALROSA Environmental Centre - introducing a primary accounting procedure for overburden to ensure transparency of data on the movement of these rocks at all stages – from formation to reuse or placement - organising the sorting of illiquid assets³ with the recovery of useful components and their subsequent posting to the accounts as secondary resources; the remaining part of illiquid assets is accounted for as waste, the further management of which is carried out with the involvement of a specialised organisation - adjustment of transportation schedules stipulated by contractual obligations with priority in summer, as well as assessment of the technical possibility of waste accumulation at sites for up to nine months

Extremely high		An event critical to the Company may occur despite the planned measures
High		An event with a significant impact on the Company's goals is more likely to occur if the measures are not implemented
Medium		An event with a material impact on the Company's goals may occur if the measures are not implemented
Low		An event with a significant impact on the Company's goals is more likely not to occur if the planned measures are not implemented
Extremely low		The negative event is unlikely to occur, regardless of the measures

 For more information on ALROSA's critical risk management measures in the reporting year, see the 2025 Annual Report.

For more information on sustainability-related risks and opportunities, see the Appendix “Key sustainability-related risks and opportunities of ALROSA”

¹ Order No. 927 of 28.12.2023 On the Approval of Methodological Recommendations on the Assessment of Possible Damage from the Impact of Climate Risks, including Recommendations for Compiling a List of Climate-Vulnerable Facilities in Economic Sectors, Constituent Entities of the Russian Federation and Methodological Recommendations on Monitoring and Assessing the Efficiency and Effectiveness of Climate Change Adaptation Measures. This document is only available in Russian.

² The assessment is performed on the horizon of one year. If the risk falls into the “extremely low level” category during reassessment, the risk may be excluded.

³ Material assets that have lost their consumer properties in the core activities.



NEXT STEPS

In 2026, the ALROSA plans to:

- update the Register and passports of sustainability-related risks and opportunities;
- conduct analysis and quantitative assessment of climate-related risks, which will allow determining their impact on the Company's operations and financial performance, as well as formulating economically sound measures to manage these risks;
- continue to develop risk management tools at the level of business processes and business units.



Contribution to the UN SDGs and the National Development Goals of the Russian Federation

GRI 2-23	PBCS 74	PBCS 76	PBCS 77	PBCS 78	PBCS 79	PBCS 80	PBCS 81
PBCS 82	PBCS 83	PBCS 84	PBCS 85	PBCS 89	PBCS 91	PBCS 94	

ALROSA consistently implements the UN SDGs and the National Development Goals of the Russian Federation. The Company’s commitment to the SDGs is set forth in the Company’s Sustainability Programme for 2025-2029. ALROSA contributes to the achievement of the National Development Goals of the Russian Federation stipulated by Decree of the President of the Russian Federation No. 309 of 7 May 2024, in such areas as preservation of the population, strengthening health and improving the well-being of people, supporting families, self-fulfilment of each person, unlocking their talents, comfortable and safe living environment, ecological well-being, stable and dynamic economy, technological leadership.



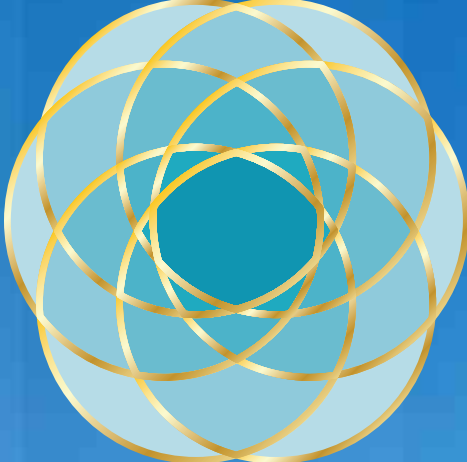
¹ Decree of the President of the Russian Federation No. 309 of 7 May 2024 on the National Development Goals of the Russian Federation for the Period up to 2030 and for the Future up to 2036.

WHAT ALROSA IS PROUD OF

LEADER OF RESPONSIBLE BUSINESS

Based on 2025 performance results, ALROSA received the RSPP Leaders of Responsible Business National Award. The Company was awarded in two categories: “For Contribution to the Achievement of National Goals and Environmental Objectives” and “For Contribution to the Achievement of National Goals and Objectives of the Climate Agenda”.

The Leaders of Responsible Business National Award is the biggest national award in the field of entrepreneurial activity for Russian companies that comply with the principles of responsible business conduct and comprehensively disclose relevant information in published non-financial reporting. The award was established by the Order of the President of the Russian Federation in 2023.



НАЦИОНАЛЬНАЯ
ПРЕМИЯ
**ЛИДЕРЫ
ОТВЕТСТВЕННОГО
БИЗНЕСА**



Ensure healthy lives
and promote well-being
for all at all ages

- 3.4 Reduce premature mortality from non-communicable diseases
- 3.6 Reduce the number of road traffic deaths and injuries
- 3.7 Ensure access to reproductive health services and taking into account reproductive health issues
- 3.8 Achieve universal health coverage, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

National development goals
of the Russian Federation

- Preservation of the population, strengthening health and improving the well-being of people, supporting families
- Comfortable and safe living environment
- Environmental well-being

Stakeholders

ALROSA's activities

- Employees
- Local communities
- Government agencies
- Improvement of the OHS system, including involvement of contractors in resolving relevant issues
- Health and sports programmes for employees and their families, Company pensioners and residents of the regions of operations
- Investments in the construction and development of regional medical facilities
- Social guarantees for employees and other types of support in excess of those established by law (voluntary medical insurance for employees and preferential insurance conditions for their family members, etc.)

2025 results

- Approval of the Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements
- Implementation of a practice-oriented training system for safe performance of work
- The material and technical resources of health centres at the Company's northern sites were upgraded: 95 units of medical devices and more than 300 units of medical equipment were purchased, the headcount of medical staff was increased
- Over 5,500 screenings of employees were performed to identify chronic non-communicable diseases
- Almost RUB 600 million was allocated to voluntary medical insurance programmes for employees and their families

 For more details about the 2025 projects and results, see [Occupational health and safety](#), [Development of human capital](#) sections



Ensure inclusive
and equitable quality
education

- 4.2 Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education
- 4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills for decent jobs
- 4.5 Eliminate gender disparities in education and ensure equal access to all levels of education for the vulnerable, including indigenous peoples

National development goals
of the Russian Federation

- Self-fulfilment of each person, unlocking their talent, and educating a patriotic and socially responsible person
- Digital transformation of state and municipal administration, the economy, and social sphere

Stakeholders

ALROSA's activities

- Employees
- Local communities
- Training programmes for personnel, professional development
- Cooperation programmes with higher and secondary specialised educational institutions, schools and preschool institutions in the regions of operations
- Patronage and targeted assistance to educational institutions of the regions of operations
- Support for education workers in the regions of operations
- Support for educational projects of the Special Fund for Future Generations of the Republic of Sakha (Yakutia)

2025 results

- Further measures to build a school — university — Company model of continuous education
- More than 700 students completed internships at ALROSA's facilities
- More than 1,000 schoolchildren from 13 educational institutions took part in the career guidance month of ALROSA Corporate University
- 50 preschool institutions received assistance from ALROSA for the amount of RUB 2.9 million.
- RUB 89.7 million was allocated to the reconstruction and renovation of school buildings, as well as an additional payment to teachers' salaries

 For more details about the 2025 projects and results, see [Development of the regions of operations](#), [Development of human capital](#) sections



Achieve gender equality
and empower all women
and girls

5.1 End all forms of discrimination against all women and girls everywhere

Stakeholders	ALROSA's activities	2025 results
- Employees - Russian and international industry community	- Equal remuneration of men and women for work of equal value - Equal learning and career development opportunities for men and women - Gender balance in the personnel structure and management bodies - Activities to attract women to working professions and initiatives to support women in the mining industry	- More than 700 women were trained in working professions - The ALROSA Recognition Award included Women's Power — a special category awarded to employees for professional excellence - Measures were taken to promote working professions among women  For more details about the 2025 projects and results, see Development of human capital



Ensure availability and sustainable
management of water and sanitation
for all

6.3 Improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

6.4 Increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity

6.6 Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

National development goals
of the Russian Federation

- Comfortable and safe living environment
- Environmental well-being
- Stable and dynamic economy

Stakeholders	ALROSA's activities	2025 results
- Local communities - Government agencies - Russian and international industry community	- Implementation of a water recycling and reuse system - Implementation of measures to reduce natural water consumption, including in the private sector - Implementation of dry stacking of tailings - Implementation of measures to reduce water discharge into surface water bodies and ensure compliance with wastewater discharge standards - Continuous monitoring of wastewater quality at all ALROSA enterprises - Monitoring the state of water bodies	- RUB 491 million was allocated for wastewater collection and treatment - Completion of pilot tests on demineralisation of the recycled water of the Udachny MPD tailings dam using the thermal distillation technology - Implementation of a programme to install shared metering devices in 133 apartment buildings in Aikhal, Udachny, Mirny - Completion of design and survey work for a water treatment plant in Nyrba with a daily capacity of 1,200 m³  For more details about the 2025 projects and results, see Environmental protection, Development of the regions of operations sections



Ensure access to affordable,
reliable, sustainable and modern
energy for all

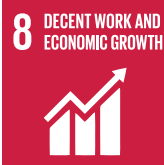
7.2 Increase substantially the share of renewable energy in the global energy mix

7.3 Improve energy efficiency

National development goals
of the Russian Federation

- Comfortable and safe living environment

Stakeholders	ALROSA's activities	2025 results
- Local communities - Government agencies - Russian and international industry community	- Transition to renewable sources of energy and increasing the level of electricity generation at HPPs - Implementation of energy-saving measures under the current energy efficiency improvement programme - Use of alternative fuels for mining equipment	Further construction of the start-up complex of hydro unit No. 4 of the Svetlinskaya HPP, and implementation of measures to raise the level of the Svetlinskoye Reservoir to its design levels  For more details about the 2025 projects and results, see Climate change and energy efficiency sections



Promote sustained,
inclusive and sustainable
economic growth

- 8.3 Promote development-oriented policy that supports productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises
- 8.5 Support full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.8 Protect labour rights and promote safe and secure working environments for all workers

National development goals
of the Russian Federation

- Self-fulfilment of each person, unlocking their talent, and educating a patriotic and socially responsible person
- Stable and dynamic economy

Stakeholders

ALROSA's activities

- Employees
- Local communities
- Implementation of the Social Policy and social support programmes for employees
- Equal remuneration for men and women for work of equal value and decent salary — above the average salary in the Republic of Sakha (Yakutia) and the Russian Federation
- Measures to reduce occupational injuries
- Prevention of occupational diseases and reduction of occupational hazards
- Implementation of regional projects to increase employment
- Fostering SME suppliers

2025 results

- As part of the partnership programme with SMEs, pre-qualification became a separate procedure, which made it possible to form a consistent pipeline of reliable counterparties (including under approved SME development programmes) and run limited-participation tenders for them
- ALROSA joined the initiative “Working Yakutia. Human Resources”, implemented under an agreement with the State Employment Committee and the Ministry of Industry and Geology of the Republic of Sakha (Yakutia)
- More than 200 people from the unemployed population were enrolled for professional training at the Company in 2025
- An automated information system for issuing work permits and the Production Control automated information system were implemented

 For more details about the 2025 projects and results, see [Occupational health and safety](#), [Development of human capital](#) sections



Build resilient infrastructure,
promote inclusive and sustainable
industrialisation and foster
innovation

- 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional infrastructure, to support economic development and human well-being
- 9.3 Increase the access of small-scale industrial and other enterprises to financial services and their integration into value chains and markets
- 9.4 Upgrade infrastructure and retrofit industries, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes

National development goals
of the Russian Federation

- Comfortable and safe living environment
- Environmental well-being
- Technological leadership
- Digital transformation of the public and municipal administration, economic and social sectors

Stakeholders

ALROSA's activities

- Employees
- Local communities
- Government agencies
- Implementation of agreements on social and economic development and cooperation with uluses (districts) of the Republic of Sakha (Yakutia)
- Providing finance to and cooperation with the Special Fund for Future Generations of the Republic of Sakha (Yakutia)
- Increasing the share of purchases from local suppliers and SMEs
- Implementation of automated systems in the main and auxiliary production processes

2025 results

- SMEs take part in the selection of innovative solutions for inclusion in the ALROSA Register of Innovative Products on an annual basis
- RUB 4.8 billion was allocated to the purchase of Russian IT solutions
- RUB 50 million was contributed to the Innovation Development Fund of the Republic of Sakha (Yakutia) to support domestic software development for geological exploration, mining, processing, maintenance, and industrial safety
- As part of the ALROSA Territory competition, almost RUB 20 million was spent to implement 11 projects aimed at developing social infrastructure
- The Company is upgrading equipment to reduce overall energy consumption as part of the Programme to Raise Operating Efficiency and Decrease Expenses

 For more details about the 2025 projects and results, see [Governance and business ethics](#), [Development of the regions of operations](#), [Climate change and energy efficiency](#) sections



Reduced inequalities

10.3 Ensure equal opportunity and reduce inequalities of outcome

National development goals
of the Russian Federation

- Preservation of the population, strengthening health and improving the well-being of people, supporting families
- Stable and dynamic economy

Stakeholders

ALROSA's activities

- Employees
 - Local communities
- Ensuring compliance with the Code of Corporate Ethics and non-discrimination
 - Human rights training for employees
 - Respect for the rights of indigenous peoples, employment and adaptation programmes for indigenous minorities of the North
 - Support and development of the culture, customs and traditions of the indigenous peoples of Yakutia

2025 results

- A pilot project was launched to introduce the ethics ombud role at ALROSA
- A new Cooperation Agreement with the Government of the Republic of Sakha (Yakutia) and the Association of Indigenous Small-Numbered Peoples of the North of the Republic of Sakha (Yakutia) was signed
- The Company hired almost 3,000 people from indigenous minorities of the North

 For more details about the 2025 projects and results, see [Governance and business ethics](#), [Development of human capital](#), [Development of the regions of operations](#) sections



Make cities and human
settlements sustainable

11.1 Ensure access for all to adequate, safe and affordable housing and landscaping
11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage
11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
11.b Increase the number of cities and human settlements adopting and implementing integrated policies and plans towards resource efficiency

National development goals
of the Russian Federation

- Self-fulfilment of each person, unlocking their talent, and educating a patriotic and socially responsible person
- Comfortable and safe living environment
- Environmental well-being
- Stable and dynamic economy

Stakeholders

ALROSA's activities

- Local communities
 - Government agencies
- Financing construction, reconstruction of residential houses and social infrastructure facilities
 - A housing programme for young families
 - Organisation of traditional national holidays of Yakutia, competitions in national sports

2025 results

- Co-financing of the municipal programme of the Mirninsky District “Housing for Young Families” continued. 37 young families received certificates granting the right to social benefits for the purchase of residential premises or the construction of an individual residential building
- Construction and major renovation of a school, kindergartens, and sports halls, landscaping of urban streets in the Nyurba District

 For more details about the 2025 projects and results, see [Development of the regions of operations](#) section



Ensure sustainable consumption and production patterns

- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.4 Achieve the environmentally sound management of chemicals and all wastes, reduce their release to air, water and soil
- 12.5 Reduce waste generation through prevention, reduction, recycling and reuse

National development goals of the Russian Federation

- Environmental well-being

Stakeholders	ALROSA's activities	2025 results
- Local communities - Government agencies - Russian and international industry community - Public environmental organisations	- Reduction of landfilling by increasing the share of waste recovery/neutralisation - Tailings thickening activities to ensure long-term waste storage - Monitoring and control of violations in waste management - Reuse of overburden and tailings in production and construction - Use of mud and sludge from treatment facilities as a fertiliser for reclamation - Disposal and reuse of saponite-containing waste - Supporting programmes for environmental education and providing updates on the state of the environment	- The organisation has developed standards for handling used tyres, oils, fire extinguishers for their conversion to materials for production needs or sale to third parties - A calculator has been developed to determine the weight of containers and packaging waste taking into account new procurement requirements on the types of containers and packaging - A production line for saponite products was put into operation, work is underway to certify saponite-containing products (fertilisers, agrochemicals, construction materials, feed additives, etc.)  For more details about the 2025 projects and results, see Environmental protection section



Take urgent action to combat climate change and its impacts

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters

National development goals of the Russian Federation

- Stable and dynamic economy

Stakeholders	ALROSA's activities	2025 results
- Local communities - Government agencies - Russian and international industry community - Public environmental organisations	- Switching diesel power plants and vehicles to natural gas - Connection of production facilities to gas supply - Research on the impact of climate risks on the Company's operations - Use of explosives with a zero or close to zero oxygen balance - Technical re-equipment of stationary emission sources - Implementation of measures to intensify carbonation of spent kimberlite	- The carbon neutrality of ALROSA's diamond products was confirmed in 2025 - A climate project to intensify kimberlite absorption capacity was launched - The register of climate-related sustainability risks was updated - Construction of the Nakyn Stream gas pipeline has been completed, and natural gas has been supplied to diamond production at the Nakyn production site - The conversion of the heating supply of the Udachny town and the Company's Udachny MPD to gas was completed  For more details about the 2025 projects and results, see Climate change and energy efficiency section



Protect and restore
terrestrial ecosystems

- 15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems
- 15.3 Combat desertification, restore degraded land and soil
- 15.5 Reduce the degradation of natural habitats, halt the loss of biodiversity and prevent the extinction of threatened species

National development goals
of the Russian Federation

- Environmental well-being

Stakeholders	ALROSA's activities	2025 results
- Local communities - Government agencies - Public environmental organisations	- Land protection and rehabilitation measures - Restoration of forests - Landscaping - Implementation of joint projects and support to specially protected natural areas - Environmental education activities in the regions of presence - Ensuring the protection and restoration of animal, fish and plant species, conservation of their habitats	- Reclamation of disturbed land on a total area of 1,215 ha was performed - More than 5.2 million fry and larvae were released as part of mandatory compensation and voluntary releases - Compensatory reforestation measures were implemented on an area of 558 ha  For more details about the 2025 projects and results, see Environmental protection section



Strengthen the means
of implementation and revitalise
the Global Partnership
for Sustainable Development

- 17.6 Enhance North-South cooperation in science, technology and innovation
- 17.16 Enhance the Global Partnership for Sustainable Development
- 17.17 Encourage and promote effective public, public-private and civil society partnerships

National development goals
of the Russian Federation

- Stable and dynamic economy

Stakeholders	ALROSA's activities	2025 results
- Local communities - Government agencies - Russian and international industry community - Public environmental organisations	- Expansion of environmental partnership with state organisations - Sharing experience on multilateral environmental platforms - Development of cooperation with diamond mining companies in Africa - Building responsible supply chains	- ALROSA actively collaborated with partners from the African Diamond Producers Association (ADPA) for the purpose of promoting a single standard for diamond mining and responsible business practices in the industry - ALROSA experts took part in a roadshow to promote the single ADPA standard in South Africa and Namibia - ALROSA hosted the round table session “COP30: Expectations and Outcomes” - With ALROSA’s support, the second BRICS diamond dialogue platform meeting was held  For more details about the 2025 projects and results, see Development of the regions of operations, Environmental protection sections



Stakeholder engagement

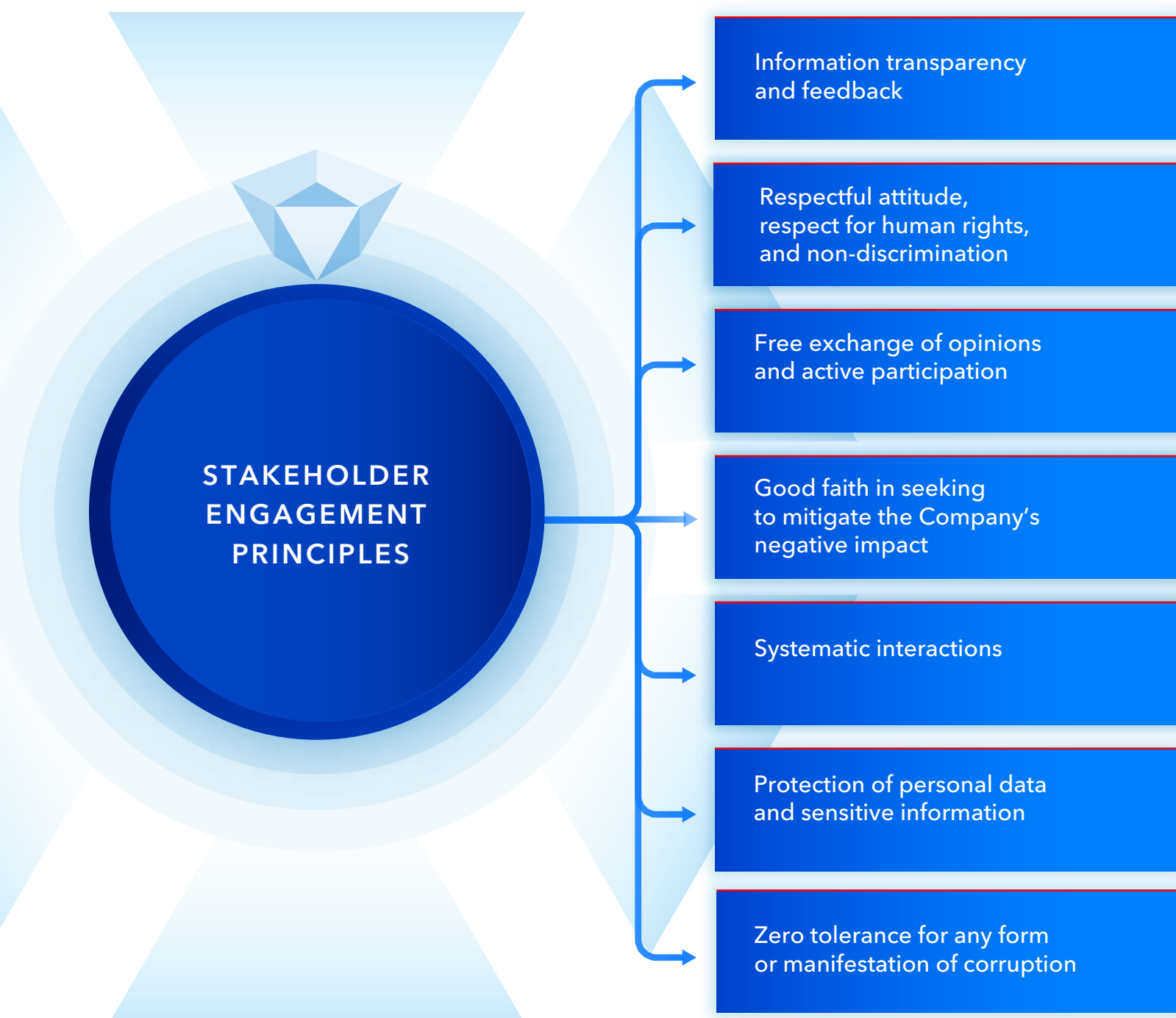
ALROSA maintains dialogue with stakeholders throughout all stages of its operations, including in strategic decision-making process, and regularly communicates key initiatives and performance outcomes to stakeholders. Transparency, timeliness, and openness remain core principles guiding the Company's stakeholder interactions.

The Company's approach and principles in this area are formalised in its Stakeholder Engagement Policy. The Policy has been developed in accordance with the Russian and international law, sectoral standards and generally accepted global practices.

The Policy lists the key stakeholders with whom the Company regularly engages, whom it directly or indirectly impacts through its activities, and by whom it is influenced. Such stakeholders include ALROSA Group employees, customers and business partners, government authorities, and other parties. The Company systematically identifies its key stakeholders and develops structured engagement plans.

In 2025 as part of the preparation of the Sustainability Report, the Company conducted a re-evaluation and updated its stakeholder map. The evaluation was conducted via a survey of senior management, including members of the Sustainability Working Group. According to the survey, the Company has the greatest impact on employees and NPOs, including charitable organisations. This is driven by the Company's comprehensive social policy, investments in the development of regions of operations, and collaboration with the Special Fund for Future Generations of

Stakeholder engagement principles



the Republic of Sakha (Yakutia). The stakeholders exerting the greatest influence on the Company are shareholders and investors, as well as government authorities, including local government bodies. This is attributable to ALROSA's status as a company with state participation, a major mineral rights holder, and one of Yakutia's major taxpayers.

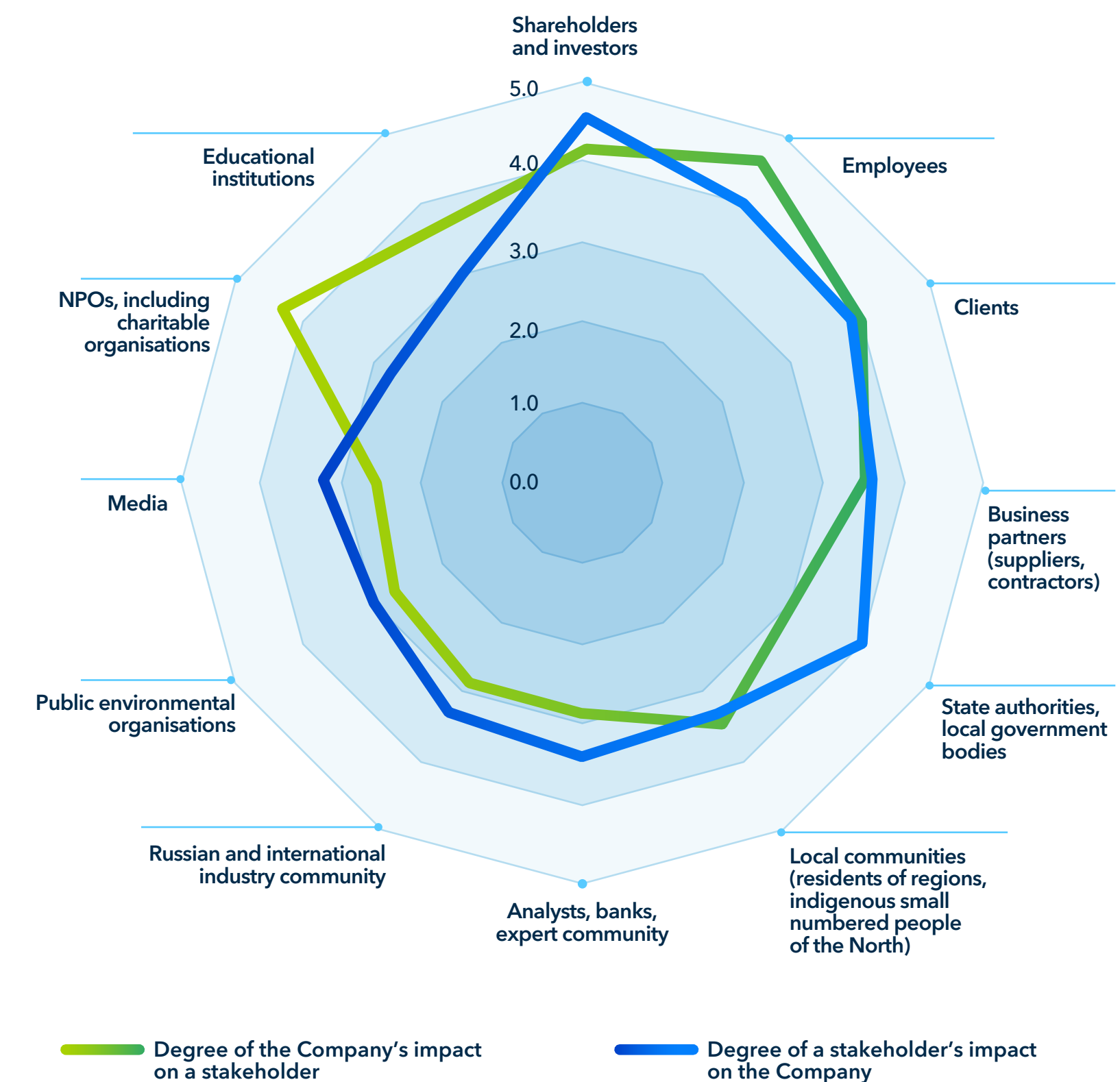
A total of 22 senior management representatives, including members of the Sustainability Working Group, took part in the 2025 survey to identify key stakeholders

ALROSA has established a comprehensive multi-channel communication system covering all key stakeholder groups. This includes the official website, regular press releases, financial and non-financial reporting, and tailored presentations delivered to diverse audiences at multi-lateral events. Direct engagement with stakeholders is facilitated through surveys and questionnaires, community liaison offices, public discussions and hearings, as well as through receiving and processing reports submitted to the Compliance Hotline.

i For more information on the Company's key stakeholders and the engagement mechanisms, see the Appendix "Key external and internal stakeholders: regular engagement".

For more information on the Compliance Hotline, see the Compliance Hotline section.

ALROSA stakeholder map





International industry cooperation

GRI 2-28

In 2025 as part of international diamond industry cooperation, the Company promoted its trade interests through bilateral mechanisms, engaging with partners across Asia, Africa, and the Middle East.

In the reporting year, ALROSA as an expert member of the official delegation of the Russian Federation took active part in the meetings of the Kimberley Process (KP), the only universal mechanism operating under the UN mandate for regulating international rough diamond trade. ALROSA promoted constructive discussions in the KP agenda in order to ensure the sustainable development of the global diamond industry in the common interests of all participants.

The definition of “conflict diamonds” remained unchanged following the three-year review cycle. A proposal to update the definition submitted by the African Diamond Producers Association (ADPA) and supported by an absolute majority of KP participants and observers (such as Angola, Botswana, Brazil, the DRC, Zimbabwe, Israel, India, China, Namibia, the UAE, Russia, South Africa and the World Diamond Council) was blocked by the European Union and the United Kingdom, along with Australia, Canada, Switzerland and Ukraine.

With the active expert support from the Company within the Russian delegation, the KP Plenary Meeting managed to take several crucial administrative decisions to ensure the effective functioning

of the KP. In particular, India and Ghana were approved as the Chair and Vice Chair of the KP for 2026, respectively, thereby ensuring continuity in the KP's governance for the upcoming period. During the KP Ministerial Meeting, the Russian delegation submitted proposals to the KP agenda regarding the differentiation of markets for natural diamonds and synthetics, aimed at protecting consumer rights and reinforcing trust.

In collaboration with partners from ADPA countries, the Company participated in a roadshow in Namibia and South Africa to promote a unified standard for sustainable diamond mining and responsible business practices across the sector. Additionally, an initiative was launched to assess the applicability of this standard to the artisanal diamond mining sector in Africa.

In 2025 ALROSA provided organisational and expert support for the second BRICS diamond dialogue platform meeting, held as part of the Moscow Financial Forum 2025. Priority areas for collaboration within this platform included:

- promotion of sustainable diamond mining;
- generic marketing of diamonds;
- maintaining free trade within the BRICS.



WHAT ALROSA IS PROUD OF

FOR THE FIRST TIME, EXPERTS FROM KIMBERLEY PROCESS PARTNER COUNTRIES RECEIVED GEMMOLOGICAL TRAINING IN RUSSIA

Supported by ALROSA and the Gemmological Institute, training programme was launched in 2025 for experts from Kimberley Process participants: the Bolivarian Republic of Venezuela, the Republic of Sierra Leone and the Kyrgyz Republic. The initiative aims to upskill specialists in sorting, grading and diagnostics of rough natural diamonds, polished diamonds and coloured gemstones, while also strengthening international cooperation and capacity building within the Kimberley Process community. In the reporting year participants attended advanced courses delivered by leading experts from the Gemmological Institute, complemented by practical training at USO ALROSA. The Company intends to continue supporting this educational format on a regular basis.



GOVERNANCE AND BUSINESS ETHICS



CONNECTING THE PAST
AND THE FUTURE,
WE FORM ETHICAL
GUIDELINES

Business ethics and anti-corruption 38

Compliance Hotline 44

Human rights 47

Innovation and digitalisation management 55

Information security 66



2025 HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

IFRS S1 46 IFRS S1 51

TARGET	PROGRESS FOR 2025
Ensure compliance with human rights obligations as part of participation in international sectoral organisations	Requirements for business partners were expanded, including with regard to human rights compliance, as part of the new Partner Code of Business Ethics 
Ensure consideration and resolution of 100% of reports concerning human rights and business ethics	All inquiries received through the Compliance Hotline were handled 
Conduct annual human rights training	3,495 employees completed human rights training 

- The Company successfully completed the certification of its compliance system in accordance with ISO 37301:2021.
- The Compliance Policy was updated
- The Code of Business Ethics for Partners of ALROSA Group was approved
- A pilot project was launched to introduce the function of ethics ombudsman





Business ethics and anti-corruption

WHY THIS MATTERS TO ALROSA

Compliance with the principles of business ethics, combating corruption and protecting human rights are fundamental principles of ALROSA's activities. The Company promotes responsible business standards at all levels of operations and the value chain, while creating a reliable foundation for the sustainable development of ALROSA Group and the entire global diamond industry

MATERIAL TOPICS

- Respect for human rights and non-discrimination
- Compliance with laws and business ethics principles
- Stakeholder engagement

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

- Principle ①:** Businesses should support and respect the protection of internationally proclaimed human rights.
- Principle ②:** Businesses should make sure that they are not complicit in human rights abuses.
- Principle ⑩:** Businesses should work against corruption in all its forms, including extortion and bribery.

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Stable and dynamic economy

REGULATORY DOCUMENTS

INTERNAL

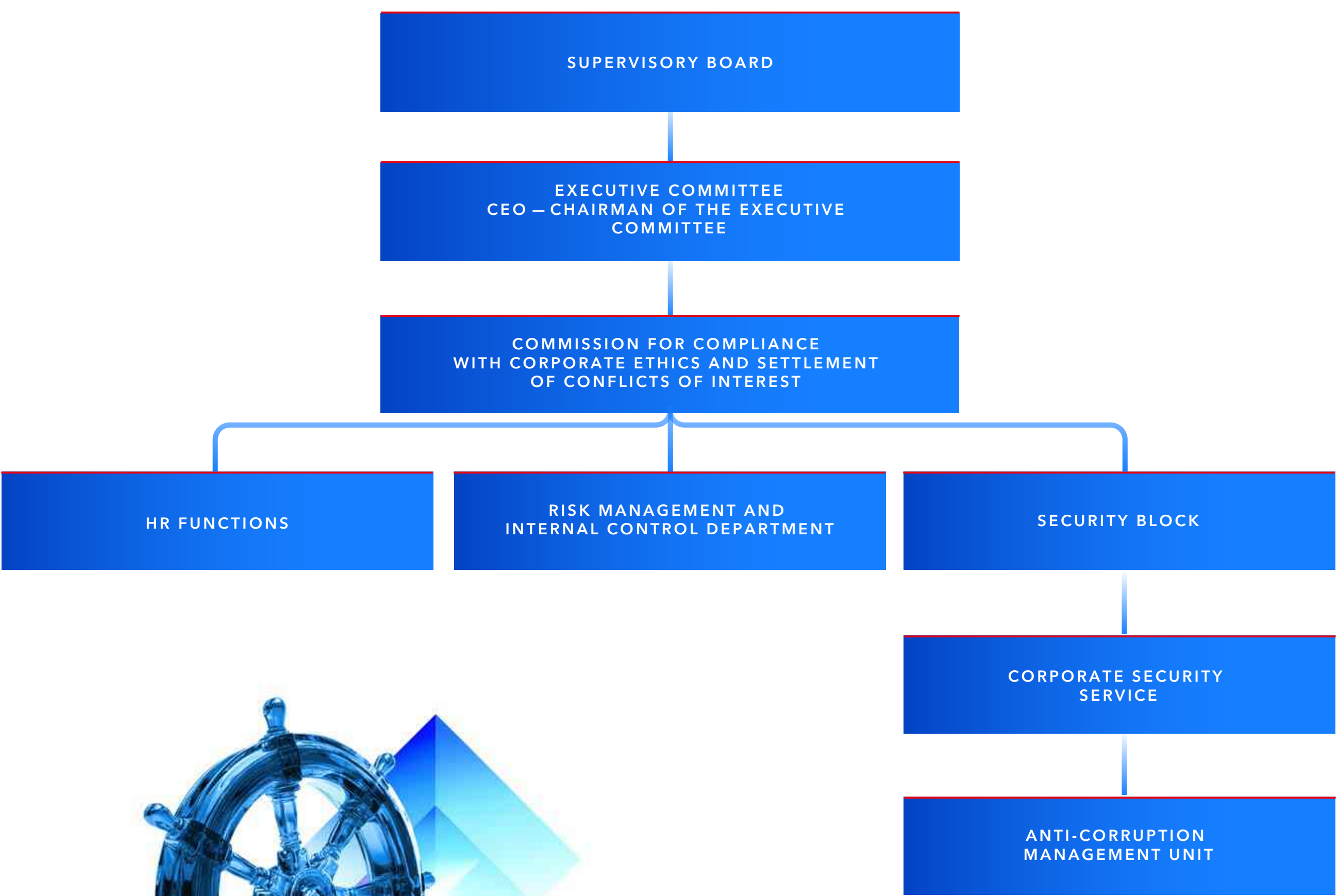
- [Code of Corporate Ethics](#)
- [Code of Business Ethics for Partners of ALROSA Group](#)
- [Anti-corruption Policy](#)
- [Compliance Policy](#)
- [Regulations on the Internal Antitrust Compliance System \(Antitrust Compliance\)](#)
- Regulations on Anti-corruption Management
- [Regulations on Conflicts of Interest](#)
- Regulations on the Commission for Compliance with Corporate Ethics and the Settlement of Conflicts of Interest
- [Regulation on the Compliance Hotline](#)
- [Regulations on Responsible Diamond Supply Chain Management](#)
- [ALROSA ALLIANCE Guidelines on Responsible Business Practices](#)



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	- Strategic management - Approval of relevant key documents and the report on the results of assessing the reliability and efficiency of the compliance system
Executive Committee	Control over implementation of the business ethics and anti-corruption strategy
CEO — Chairman of the Executive Committee	- Approval of business ethics and anti-corruption guidelines and control over their implementation - Implementation of decisions to achieve the goals and objectives of building the compliance system set forth in the Compliance Policy
Commission for Compliance with Corporate Ethics and Settlement of Conflicts of Interest	- Consideration of issues related to corporate ethics and conflicts of interest, specifically: - materials prepared based on the results of anti-corruption compliance on violations of ethical standards by the Company's employees and on resolving their conflicts of interest; - proposals to improve the anti-corruption management system, including improving control over employees' compliance with corporate ethics standards, requirements of internal regulatory documents governing corruption prevention issues
Anti-corruption Management Unit	- Incorporation of anti-corruption management elements in all divisions exposed to a higher risk of corruption - Compliance control over the performance of relevant duties
Risk Management and Internal Control Department	- Organisation of compliance training, including in business ethics and anti-corruption - Administration of the Compliance Hotline and preparation of the report on received reports to be considered by the Chief Executive Officer — Chairman of the Executive Committee and the Audit Committee of the Supervisory Board - Development of the plan to improve the compliance system based on the results of assessing the reliability and efficiency of the compliance system, and preparation of the report on the implementation of this plan to be considered by the Chief Executive Officer — Chairman of the Executive Committee and the Supervisory Board - Elaboration of required regulatory documents on compliance - Organisation of employees' personal data processing
HR Function	Familiarisation of employees with documents on business ethics and anti-corruption

ALLOCATION OF RESPONSIBILITY





APPROACH TO MANAGING BUSINESS ETHICS AND ANTI-CORRUPTION

GRI 3-3 GRI 2-23 GRI 2-24 GRI 14.22.1 SASB EM-MM-510a.1

ALROSA creates a system of business ethics management and anti-corruption by relying on global best practices and complying with the requirements of Russian laws. The Company has a comprehensive management system that complies with ISO 37001:2016.

ALROSA has zero tolerance for any manifestations of corrupt behaviour and strives to prevent conflicts of interest. These fundamental principles of the Company's operations are set forth in the Code of Corporate Ethics, Code of Business Ethics for Partners of ALROSA Group, as well as in the Anti-corruption Policy and other internal regulatory documents.

[The Code of Business Ethics for Partners of ALROSA Group](#) was approved by the Company in 2025. The previous Supplier Code of Business Ethics of PJSC ALROSA primarily regulated relations related to procurement. The new Code applies to all ALROSA Group enterprises and establishes uniform standards of responsible business conduct for a wider range of persons: suppliers, contractors, executors, buyers and other business partners of the Company. The focus on partnerships reflects ALROSA's strategic approach to creating a sustainable value chain based on mutual benefit, respect for human rights, anti-corruption and environmental care.

 For more information, see the [Principles of interaction with counterparties on business ethics issues](#).

GRI 205-2 GRI 14.22.3

The principles set forth in the Code of Business Ethics for Partners serve as a direct extension of the internal corporate conduct standards that are mandatory for all ALROSA employees. Extending high ethical standards to the external environment is impossible without their unconditional implementation within the Company. New employees must become familiar with corporate values and standards of business conduct set forth in the Code of Corporate Ethics. Updating internal regulatory documents on business ethics and anti-corruption is accompanied by prompt notification of personnel. At the same time, the key factor in the formation of an ethical corporate culture is the personal example of managers of all levels—they are the main agents of the principles laid down in the Code of Corporate Ethics.

In 2025 the Company placed information materials on the requirements of the Code of Corporate Ethics at production sites. In an accessible and concise format, they clarify the Company's core values and business conduct principles, encourage strict adherence to them, and remind users of available feedback channels for reporting potential violations.

ALROSA's Corporate Values¹



¹ In accordance with the [Code of Corporate Ethics of PJSC ALROSA](#).



ALROSA ANTI-CORRUPTION MANAGEMENT

The Company’s anti-corruption management system applies to all Russian enterprises of ALROSA Group and to all employees, regardless of their position. Employees become familiar with the content of corporate documents governing anti-corruption issues upon hiring. The employment contract of an employee establishes the obligation to strictly comply with the Code of Corporate Ethics, the Regulations on Conflicts of Interest, the Regulations on Anti-corruption Management, and provides for liability for violation of corporate principles of business ethics.

GRI 205-2 GRI 14.22.3

100%
of employees
are aware of ALROSA’s
anti-corruption
requirements

GRI 205-1 GRI 14.22.2

ALROSA regularly assesses corruption risks in accordance with the Interim Recommendations on Assessing Corruption Risks in Business Processes. Based on the risk-oriented approach, the Company identifies the business processes most exposed to corruption and, pursuant to the results of the assessment, compiles registers (maps) of corruption risks with an indication of critical points and a detailed description of possible corruption schemes. This analysis makes it possible to objectively assess the adequacy of existing control procedures and, if necessary, propose new measures to enhance anti-corruption protection. In 2025, ALROSA assessed corruption risks in business processes most exposed to these risks at eight enterprises.

GRI 205-3 GRI 14.22.4

Anti-corruption compliance is not limited to individual procedures – it is embedded in the logic of all corporate business processes. ALROSA immediately takes measures to identify signs of corrupt actions: organises inspections, and if violations are confirmed, launches an internal investigation procedure and interacts with law enforcement agencies. In 2025 no legal cases regarding corruption were brought against the Company’s employees where judgments took legal effect.

In the reporting year, as part of the Action Plan to Improve Anti-corruption Activities for 2024-2025, the Company assessed the completeness and effectiveness of the internal regulatory framework for the implementation of anti-corruption management functions and, based on its results, approved the Regulations on the Anti-corruption Review of Internal Regulatory Documents and Draft Internal Regulatory Documents at ALROSA Group. The Company also assessed the effectiveness of internal regulatory documents to implement anti-corruption management activities in the main divisions, branches and subsidiaries. The assessment confirmed that internal regulatory documents fully comply with high ALROSA standards and provide uniform approaches to managing corruption risks at the Company.

CONFLICTS OF INTEREST MANAGEMENT

GRI 2-15 GRI 205-1

Conflicts of interest management is a key component of ALROSA’s anti-corruption management system designed to guarantee transparency of operations, protect the Company’s interests and minimise risks of bad faith behaviour. The primary regulatory document in this area is the Regulations on Conflicts of Interest, the compliance with the requirements of which is mandatory for all ALROSA employees. The Company places particular emphasis on control in respect of heads of divisions, members of procurement bodies and employees whose job duties involve increased corruption risks.

Prevention of corruption practices and minimisation of key corruption risks, including the risk of conflicts of interest and the risk of tolerance to corruption, is a priority area in preventing and resolving conflicts of interest.

Conflicts of interest situations are resolved taking into account the interests of all parties. The Company ensures the confidentiality of the information received and guarantees protection against any forms of retaliation and discrimination to an employee who reports a potential or actual conflicts of interest. All employees are obligated to promptly inform the Company of cases where personal interest may affect the objectivity of decisions taken, create a threat to the interests of ALROSA, and lead to a violation of corporate standards or laws. In addition to general requirements, a conflicts of interest declaration is stipulated for employees in positions exposed to a higher risk of corruption. ALROSA performs an individual assessment of the economic and reputational consequences for each such case.

Employees’ compliance with the provisions of corporate ethics, anti-corruption laws, human rights and the requirements of the relevant internal documents of the Company is monitored by a collegial advisory body – the Commission for Compliance with Corporate Ethics and Settlement of Conflicts of Interest. The Commission consists of the Company’s top management and representatives of the Security Service, Profalmaz Trade Union and functional divisions. In addition, the Company’s structural divisions and S&As have 30 similar commissions and competent groups to consider and resolve conflicts of interest. In 2025 the corporate ethics compliance commis-

sions operating in ALROSA’s structural divisions and subsidiaries held meetings on resolving conflicts between employees and developing preventive measures. In the reporting period, no issues related to the resolution of conflicts of interest were received for consideration by the commissions.



COMPLIANCE SYSTEM

In 2025 the Company completed an important stage of improving its compliance function. Approval of the new version of the Compliance Policy and the completion of organisational integration of risk management, internal control and compliance functions within the unified Risk Management and Internal Control Department made it possible to create a centralised Compliance Management System that complies with ISO 37301:2021.

The new version of the Compliance Policy is based on the logic of the process-based approach and the continuous improvement cycle stipulated by ISO 37301:2021. To enhance the efficiency of compliance processes, the document provides for the replacement of the “compliance obligation owners” model with a centralised role of Compliance Managers. These employees are responsible for organising measures to ensure compliance with legislative requirements and internal documents across specific compliance areas. The principles of managing the Compliance Management System include provisions on the independence of Compliance Managers, the unhindered performance of compliance functions, as well as the obligation to accept the recommendations of Compliance Managers and the responsibility of Company management for the non-implementation of these recommendations. This approach ensures a higher level of professional expertise and independence of control.

The expansion of the list of compliance management areas reflects the Company’s commitment to ensure systematic control over the most pressing regulatory risks.

Areas of ALROSA’s Compliance Management System



Anti-corruption compliance (anti-corruption management)



Ethics, human rights and labour law compliance



Antitrust compliance



Occupational health and safety compliance



Environmental compliance



Compliance in the area of combating the misuse of insider information and market manipulation — a new area



Anti-money laundering compliance — a new area



Information security compliance



Personal data compliance — a new area

The new Compliance Policy also provides for both annual internal assessment of the effectiveness of the Compliance Management System by the Internal Audit Department and external independent assessment at least once every three years.

In 2025 the Company also updated internal regulatory documents governing key areas of compliance. In the new version of the Policy, they are stipulated as independent:

- [Regulations on Insider Information](#) establish a uniform and systematic approach of the Company to managing insider information and combating risks of misuse of insider information and market manipulation. The document determines the criteria for classifying information as insider information,

the procedure for accessing it and protecting confidentiality, the rules for keeping a list of insiders and notifying them, the procedure for insiders to perform transactions with the Company’s financial instruments, and mechanisms for monitoring compliance with laws on insider information.

- [Regulations on the Internal Antitrust Compliance System \(Antitrust Compliance\)](#) determine the structure and principles of corporate antitrust compliance, which is part of ALROSA’s overall compliance system. The Regulations stipulate a set of organisational measures, including the identification and assessment of antitrust risks, the implementation of a system of measures to comply with antitrust laws and control over their implementation, as well as integration

with the Compliance Hotline to receive reports of alleged or committed violations. Antitrust compliance is coordinated by the Risk Management and Internal Control Department.

In the reporting year, a section of the Risk Management and Internal Control Department was created on the ALROSA corporate portal, which contained information on the division’s performance, training materials on risk management, internal control and personal data, and a knowledge base with answers to frequently asked questions.



WHAT ALROSA IS PROUD OF

ALROSA SUCCESSFULLY PASSED THE ISO 37301:2021 CERTIFICATION AUDIT

The key confirmation of the maturity of the ALROSA Compliance Management System was the successful completion of ISO 37301:2021 certification audit. The certification body’s experts who performed the audit confirmed that the system fully complied with the requirements of the standard.

Obtaining the Certificate is an official recognition of the Company’s best practices in building a transparent and effective Compliance Management System and serves as an objective evidence of ALROSA’s continued commitment to the standards of responsible business and proactive risk management.





TRAINING IN BUSINESS ETHICS, COMPLIANCE AND ANTI-CORRUPTION

GRI 205-2

GRI 14.22.3

The Company organises regular personnel training on anti-corruption issues, compliance with the Code of Corporate Ethics and compliance obligations. Each employee undergoes mandatory induction training courses to ensure a common understanding of the Company's key processes and standards. In addition, divisions have the right to initiate specialised personnel training to improve their knowledge of business ethics and anti-corruption management.

ALROSA has developed an electronic course on compliance with business

ethics standards available to all Company employees. In the reporting year, the course was assigned to more than 1,000 employees.

In 2025 ALROSA held 13 anti-corruption training events. 227 employees of the Company received training under this programme:

- 141 people took the electronic course "ALROSA Compliance Fundamentals" (eight events);

- the webinar on the fundamentals of risk management, internal control and compliance (five webinars) was attended by 86 employees.

To improve the effectiveness of the Company's Compliance Management System In 2025 employee training courses on the internal control system were integrated into corporate personnel development programmes. In addition, the Company organised antitrust compliance training for 86 employees.

PRINCIPLES OF INTERACTION WITH COUNTERPARTIES ON BUSINESS ETHICS ISSUES

ALROSA builds relations with business partners based on the principles of legality, information transparency and non-discrimination. The Company's approach to interaction with counterparties is set forth in the Code of Business Ethics for Partners of ALROSA Group, the Regulations on Responsible Diamond Supply Chain Management, the ALROSA ALLIANCE Guidelines on Responsible Business Practices and the Regulations on the Internal Antitrust Compliance System (Antitrust Compliance).

In 2025 ALROSA updated the content of the main document governing the ethical aspects of partnerships by approving the Code of Business Ethics for Partners of ALROSA Group. The updated document marked the transition from regulation of exclusively procurement activity to comprehensive management of ethical aspects of the entire value chain of the Company. The scope of the Code now includes not only suppliers and contrac-

tors, but also customers, buyers and sub-contractors.

An important innovation was the inclusion in the document of direct references to international human rights standards, including the UN Guiding Principles on Business and Human Rights and the International Labour Organisation Convention. The Company has moved from reactive risk management of bad faith to establishing clear requirements for partners to have their own policies in the areas of human rights, anti-corruption and environmental protection, which is in line with global best practices of due diligence in supply chains.

ALROSA assumes that the Company's business partners adhere to the provisions of the Code from the moment legal relations are established. Counterparties may report possible violations of the provisions of the Code and other concerns related to finance, audit, corrup-

tion or fraud to the ALROSA Compliance Hotline. At the same time, the Company guarantees no retaliation or discrimination against persons who have reported violations in good faith. The Company reserves the right to conduct audits of compliance with the Code by business partners under applicable laws.

GRI 205-3

GRI 14.22.4

In 2025 ALROSA performed 9,994 assessments¹ of business partners for risks related to corruption. In the reporting year, there were no cases of termination or non-renewal of contracts with business partners due to corruption-related violations.

¹ As part of one procurement procedure, the Company assesses several counterparties who have submitted tender bids.

17,300

**total number
of business partners
assessed for corruption risks**



Compliance Hotline

GRI 3-3

GRI 2-25

ABOUT THE HOTLINE

To facilitate effective engagement with stakeholders, the Company operates an independent feedback mechanism known as the Compliance Hotline. Any individual has the right to submit a request through the Compliance Hotline and receive an official response on issues related to ALROSA’s operations. The Company guarantees equal access to information and timely response to reports. The Hotline operating principles and procedures are governed by the [Regulation on the Compliance Hotline of PJSC ALROSA](#).

ALROSA’s new employee onboarding programme provides for mandatory familiarisation with feedback mechanisms, including the Compliance Hotline. To raise personnel awareness, the Company implements a set of measures:

- publishes subject-matter materials in its corporate newspaper;
- arranges information distribution by e-mail;
- plays training videos on monitors in structural divisions;
- holds thematic seminars and meetings on compliance issues and the Hotline.

In 2025 as part of the campaign to raise awareness of employees and other stakeholders about the provisions of the Code of Corporate Ethics, information on available feedback channels for reporting possible violations was additionally presented on posters to promote ALROSA’s key values at the Company’s production sites.

ALROSA constantly monitors the effectiveness of the Compliance Hotline. The Company reviews compliance with regulatory deadlines and quality standards for responses, analyses inconsistencies and deviations, assesses the adequacy and sufficiency of measures taken to resolve situations, and monitors the impact of corrective measures. Heads of responsible services receive information on the results of reviews on a quarterly basis. The Executive Committee considers the report on the results of the Compliance Hotline operation at least twice a year, and the Audit Committee of the Supervisory Board considers it annually.

In the reporting year, as part of the ISO 37301:2021 certification audit of the compliance system, an external assessment of the effectiveness of the Compliance Hotline was also performed. The recommendations developed as a result of the assessment were included in the action plan for the Hotline for 2026.

HOTLINE OPERATION PROCEDURE

The established period of handling each report accepted by the Compliance Hotline, including its initial registration and final notification of the reporting individual, may not exceed 30 calendar days. Where a more thorough review is required, the initiator is notified of the relevant extension of the review period. In 2025 the average period for handling one report was 12 days (16 days in 2024), with almost half of the individuals receiving a response within a week.

The initial handling of reports received through the call centre is performed by an independent contractor. Call centre operators register reports and submit them through the web portal to the Risk Management and Internal Control Department. ALROSA provides information to operators on its corporate standards in the area of business ethics and human rights. This enables call centre specialists to provide qualified advice in case of relevant inquiries.

The Risk Management and Internal Control Department plays a central coordinating and administrative role in ensuring the functioning of the Compliance Hotline.

Key functions and areas of responsibility of the Risk Management and Internal Control Department in respect of the Compliance Hotline

Administration of the Compliance Hotline	The Risk Management and Internal Control Department is responsible for organising the Compliance Hotline operations: managing the processes of receiving, registering, routing and controlling the handling of incoming reports
Preparation of management reporting	The Risk Management and Internal Control Department is responsible for preparing and submitting consolidated information on the functioning of the Hotline to the Company’s Executive Committee and the Audit Committee of the Supervisory Board
Ensuring the functioning of the Compliance Management System in terms of feedback	The Risk Management and Internal Control Department is responsible for preparing the Compliance Management System Improvement Plan and information on its implementation, including information on measures to develop the Hotline
Development of a compliance culture and information provision	As part of the compliance culture development function, the Risk Management and Internal Control Department employees participate in promoting the Hotline as the main mechanism for reporting violations, including updating information on communication channels

REPORTS ARE SUBMITTED THROUGH FREE 24-HOUR CHANNELS

GRI 403-2

GRI 14.16.3

GRI 2-26



independent
call centre
8 800 234 21 52



e-mail
hotline@alrosa.ru



MAX messenger
8 916 192 47 18



online form
on the web portal at
<https://hotline.alrosa.ru>



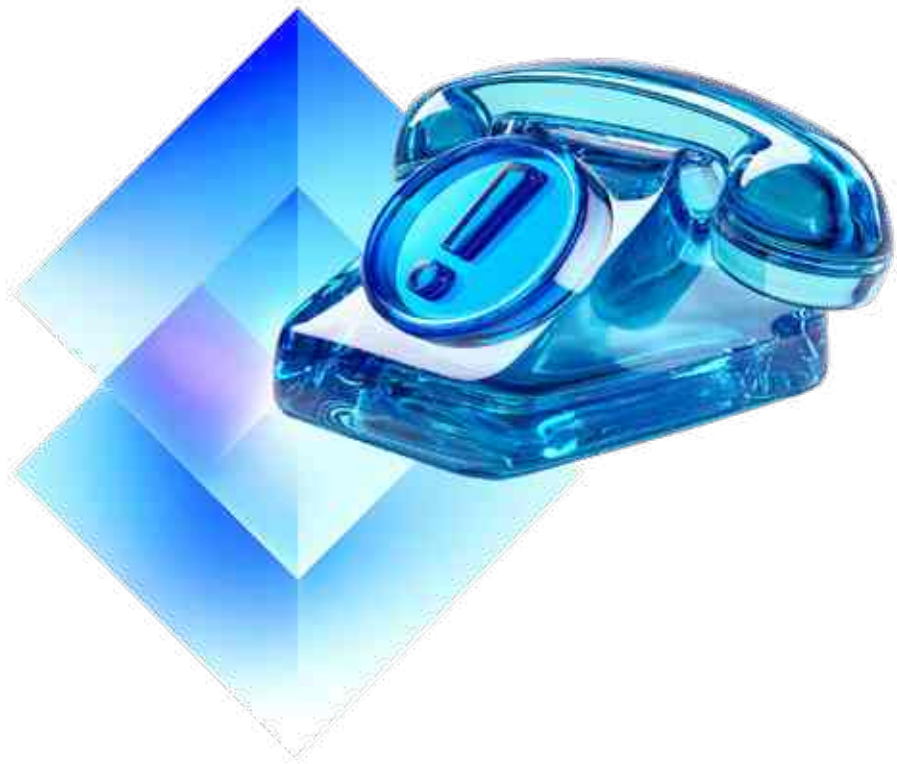
ALROSA Compliance Hotline reports handling process



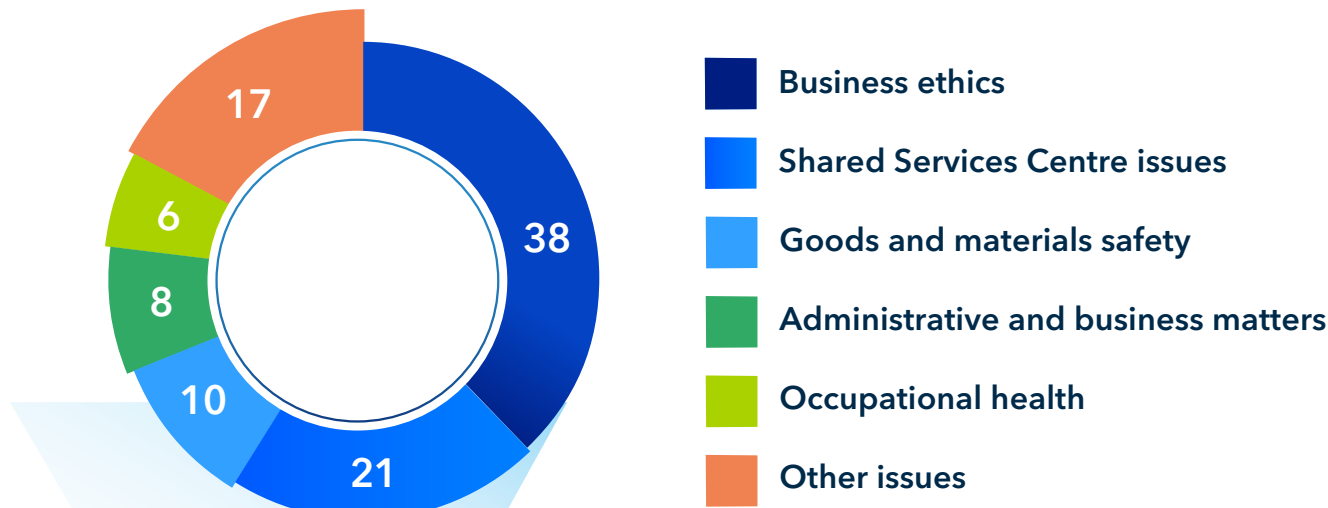
GRI 406-1 GRI 14.21.7

HOTLINE STATISTICS

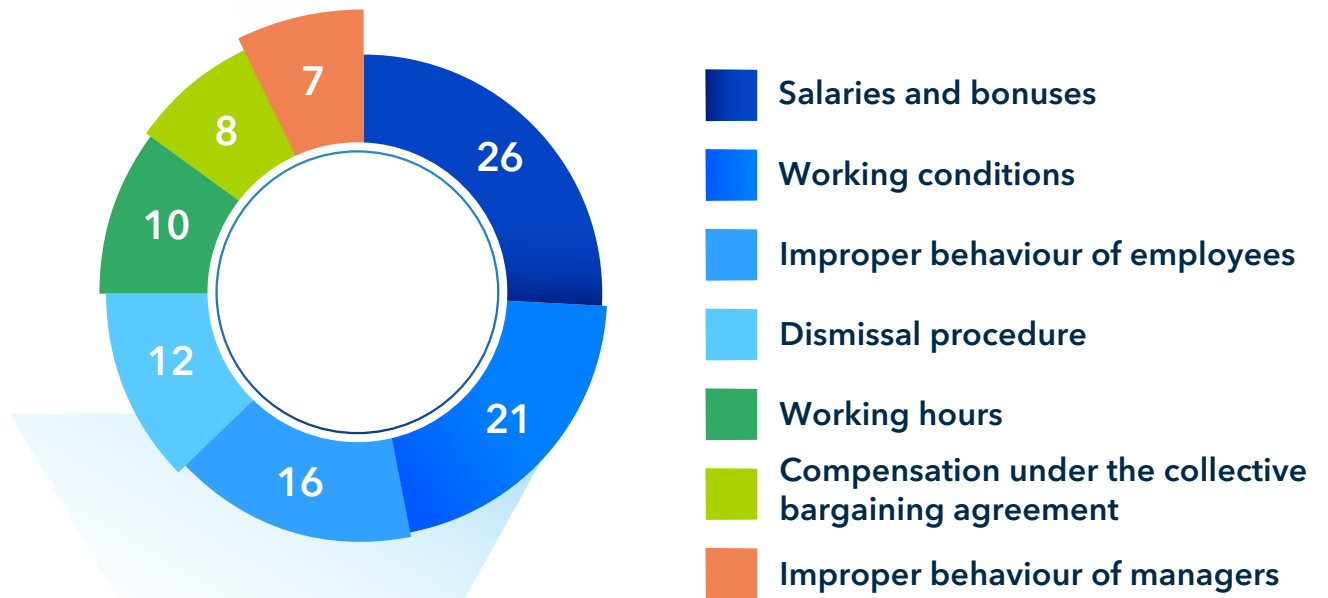
In 2025 the Compliance Hotline received 199 reports (208 reports in 2024), of which 38% were related to working conditions and business ethics. 60% of reports were received from ALROSA employees, 12% from external stakeholders, 28% from anonymous individuals. As a result of their review, violations were identified in 55 cases (28% of the total). In the reporting period, the Company had no incidents related to discrimination based on race, colour, gender, religion, political opinion, national or social origin, or other forms of discrimination involving internal and external stakeholders. Due to the absence of incidents, the development and implementation of corrective action plans were not required.



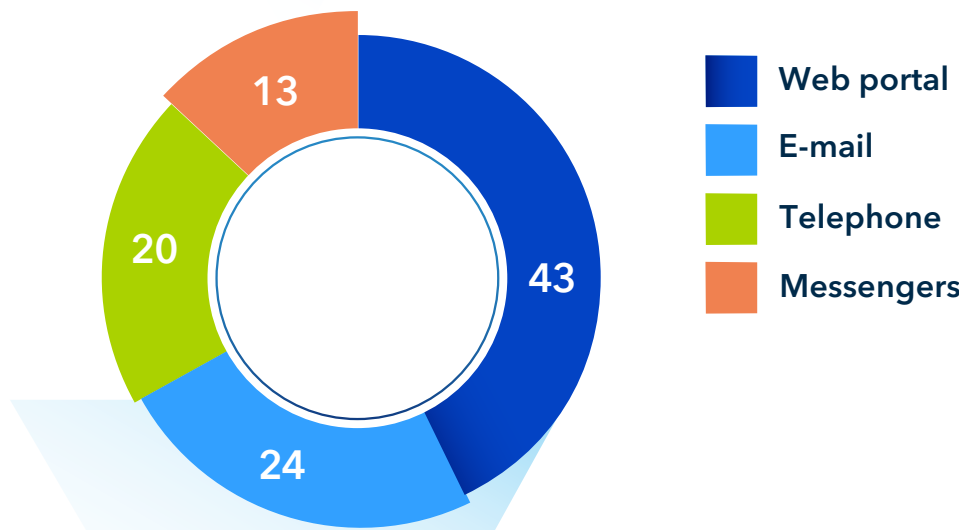
Topics of reports in 2025, %



Reports related to business ethics in 2025, %



Reporting channels in 2025, %





NEXT STEPS

In 2026, the Company intends to:

develop key anti-corruption performance indicators, including for use in monitoring in the anti-corruption compliance system

assess the Company’s anti-corruption internal regulatory documents for relevance and compliance with the requirements of Russian laws, international standards, and leading Russian anti-corruption practices

update the procedure for the Compliance Hotline operation based on the results of the ISO 37301:2021 certification audit, as well as the results of updating the Compliance Policy in the reporting year

include the topic of “excessive bureaucracy” in the list of topics of inquiries accepted for processing by the Compliance Hotline in order to improve the efficiency of internal processes within the Company

perform an annual supervisory audit in accordance with ISO 37301:2021





Human rights

WHY THIS MATTERS TO ALROSA

Respect for human rights is an integral part of ALROSA’s sustainability strategy and the cornerstone for building trust-based relationships with key stakeholders, including employees, business partners, and local communities in operating regions. The Company implements due diligence mechanisms in accordance with the UN Guiding Principles on Business and Human Rights and industry best practices to ensure safe and fair working conditions and to minimise adverse impacts on communities and the environment.

MATERIAL TOPICS

- Respect for human rights and non-discrimination

REGULATORY DOCUMENTS

INTERNAL

- [Code of Corporate Ethics](#)
- [Human Rights Policy](#)
- [Diversity and Inclusion Policy](#)
- Regulations on the Commission for Compliance with Corporate Ethics and Settlement of Conflicts of Interest
- [2023-2025 Collective Bargaining Agreement](#)

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

- Principle ①: Businesses should support and respect the protection of internationally proclaimed human rights
- Principle ②: Businesses should make sure that they are not complicit in human rights abuses

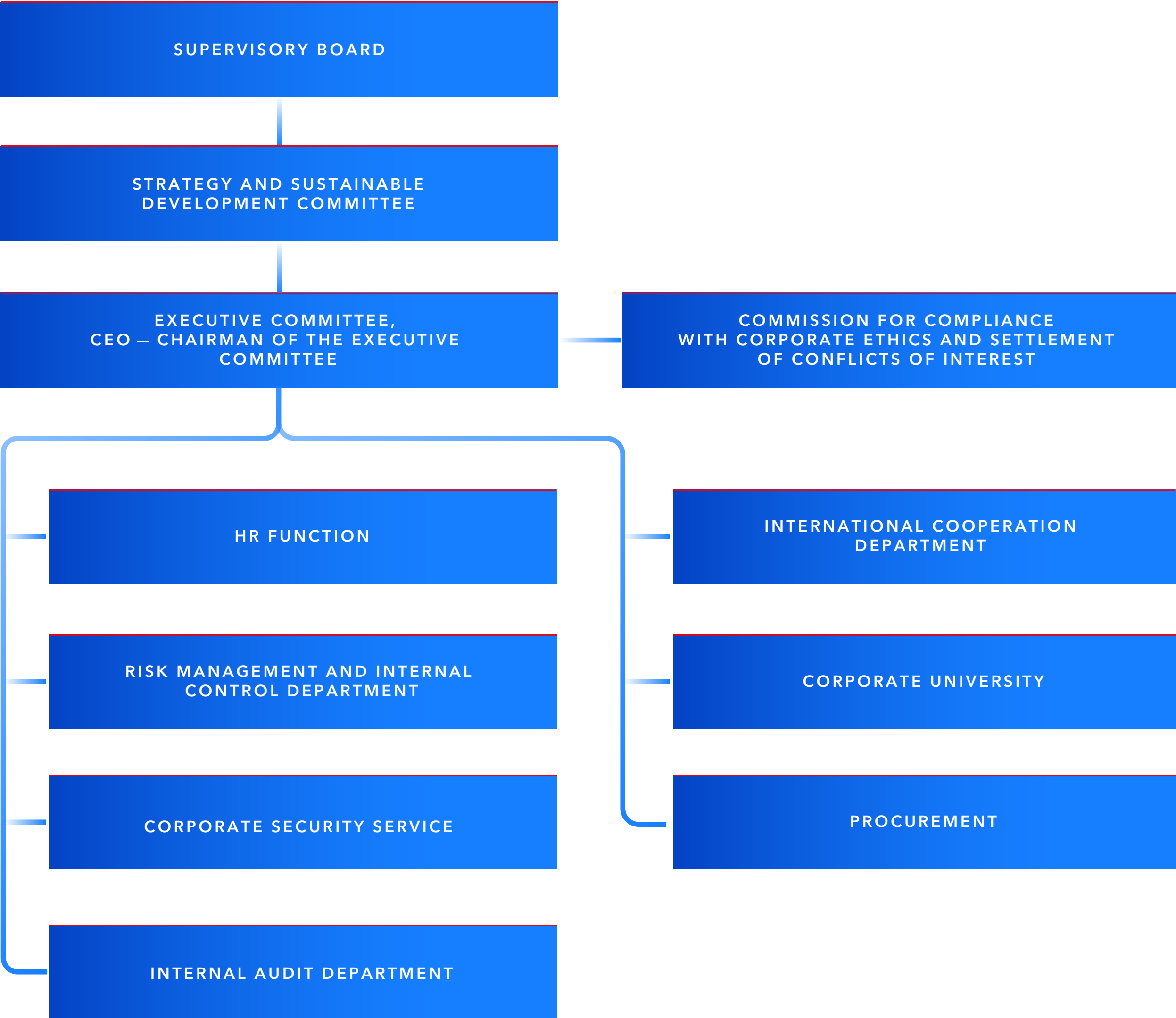


RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	Strategic governance of human rights compliance and protection
Executive Committee	Approval of internal human rights regulations
CEO — Chairman of the Executive Committee	- Approval of guidelines - Control over implementation of strategic human rights objectives
Commission for Compliance with Corporate Ethics and Settlement of Conflicts of Interest	- Preview of organisational and methodological matters concerning human rights, alongside individual accountability for breaches of human rights standards - Oversight of human rights compliance across internal processes
Heads of functional and structural divisions	Monitoring of human rights compliance across business processes, identification of breaches and timely remediation
HR function	Familiarisation of employees with the documents on human rights observance and protection



RESPONSIBILITIES OF MANAGEMENT BODIES





APPROACH TO HUMAN RIGHTS COMPLIANCE

GRI 3-3	GRI 2-23	GRI 2-24	GRI 14.18.1
GRI 14.19.1	GRI 14.20.2	GRI 14.21.1	PBCS 56
PBCS 57	SASB EM-MM-210a.3		

ALROSA strictly adheres to human rights principles and prohibits any form of discrimination in all interactions with internal and external stakeholders. The Company creates equal opportunities for all employees regardless of gender, race, nationality, age, or other individual characteristics. ALROSA's corporate culture is founded on mutual respect and support, fostering an environment where every individual can fully realise their professional potential. Concurrently, the Company strictly complies with applicable labour legislation and maintains a zero-tolerance policy towards forced labour.

ALROSA's approach to human rights compliance is formally set out in the Human Rights Policy. The Company also has a separate Diversity and Inclusion Policy in place, which reaffirms its commitment to guaranteeing equal rights and opportunities, and cultivating an inclusive workplace and stakeholder environment. Adherence to both policies is mandatory for all employees. Measures to implement the Human Rights Policy are integrated into the comprehensive Action Plan for the 2025-2029 ALROSA Group Sustainability Programme.

Oversight of human rights compliance rests with the heads of functional, structural, and standalone divisions, acting within their delegated authority, alongside the Commission for Compliance with Corporate Ethics and Settlement of Conflicts of Interest.

ALROSA has embedded a systematic due diligence framework within its corporate risk management system, spanning the

entire value chain from geological exploration to the sale of diamond products to end consumers.

The Company regularly identifies and assesses human rights risks, taking into account sector-specific and geographic operational contexts. Particular focus is placed on indigenous peoples, local communities, and employees. Following risk assessments, the Company designs and implements measures to prevent, mitigate, and remediate identified adverse impacts.

 For more information on human rights risk management, see the Appendix "Key sustainability-related risks and opportunities of ALROSA".

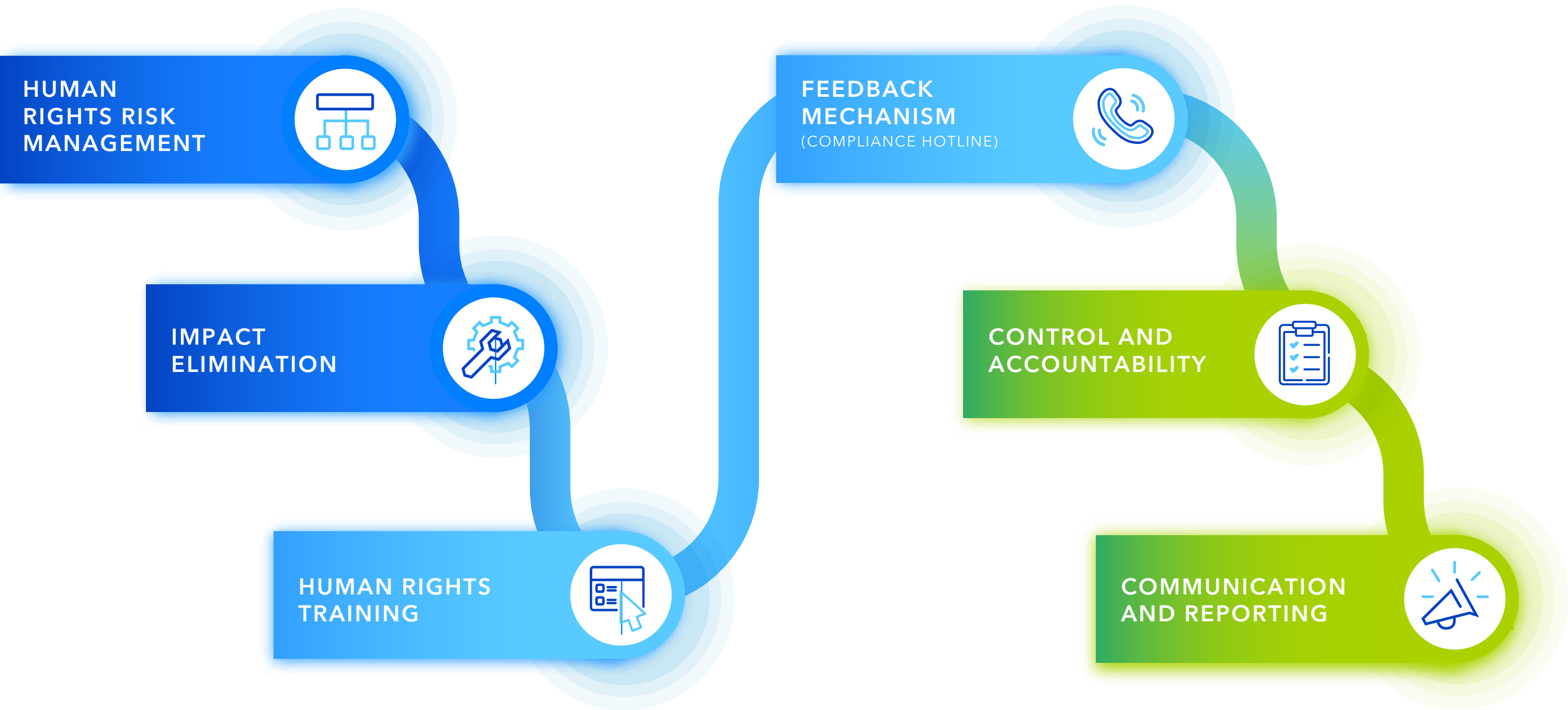
Where violations are identified, ALROSA ensures affected stakeholders have access to legal remedies, conducts impartial investigations, provides compensation for harm caused, and restores the rights of impacted parties.

The Company delivers comprehensive human rights training to employees across all levels, including targeted modules for security personnel and medical staff.

ALROSA operates a dedicated whistleblowing channel, the Compliance Hotline, enabling all stakeholders to report potential human rights breaches. The system guarantees strict confidentiality for reporters and explicit protection against retaliation. All relevant submissions are formally reviewed and addressed.

 For more information on the Company's feedback mechanism, see the [Compliance Hotline](#) section.

ALROSA's human rights due diligence procedures





ALROSA organises an independent compliance assessment of its processes with applicable human rights regulations every three years, as necessary. The Company discloses its human rights performance in annual Sustainability Reports, on its corporate website, and through engagement with global and industry initiatives (notably the annual [Communication on Progress](#) submitted to the UN Global Compact).

The Strategy and Sustainable Development Committee of the Company's Supervisory Board coordinates human rights protection activities, including defining the scope and frequency of human rights due diligence.

In 2025 ALROSA focused on human rights risks linked to AI adoption and personal data privacy as part of its business digital transformation. In particular, the Company examined how technology firms integrate human rights impact assessments into their operations, drawing on insights from the "AI and Human Rights 101" webinar, organised with the support of the OHCHR's (UN Office of the High Commissioner for Human Rights) B-Tech Project. As technologies develop, ALROSA intends to apply impact assessment practices to emerging AI use cases, ensuring alignment with the highest standards of responsible business conduct.



WHAT ALROSA IS PROUD OF

PROMOTING RESPONSIBLE BUSINESS PRACTICES ACROSS THE SUPPLY CHAIN

In 2025 ALROSA updated its Supplier Code of Business Ethics, approving Code of Business Ethics for Partners. The Company extended the Code to all business partners and Group entities, while significantly strengthening its human rights provisions. ALROSA clarified that business partners must uphold universally recognised human rights and freedoms in line with applicable international and national laws. The Code of Business Ethics for Partners of ALROSA Group stipulates that the Company's business partners are required to:

- adhere to the International Bill of Human Rights, alongside relevant UN and ILO conventions and declarations;
- fully comply with ILO Convention No. 182 concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour and ILO Convention No. 138 on Minimum Age;
- comply with ILO Convention No. 29 concerning Forced or Compulsory Labour;

- respect the cultural context of countries and regions of operations, and safeguard the interests and rights of local and indigenous communities.

ALROSA expects its counterparties to rely on the UN Guiding Principles on Business and Human Rights and to adopt a human rights policy or equivalent framework. Furthermore, the Company expects partners to cascade these human rights requirements throughout their supply chains, mandating compliance from all direct and indirect counterparties.

HUMAN RIGHTS COMPLIANCE MECHANISMS AT ALROSA

GRI 408-1

GRI 14.18.2

GRI 409-1

GRI 14.19.2

GRI 410-1

GRI 14.11.4

GRI 14.14.2

PBCS 33

PBCS 56

PBCS 57

SASB EM-MM-210a.3

SASB EM-MM-310a.1

AREA	KEY ALROSA DOCUMENTS	KEY RIGHTS AND PRINCIPLES	HUMAN RIGHTS COMPLIANCE MECHANISMS AT ALROSA
Human rights in labour relations	Code of Corporate Ethics Human Rights Policy Health and Safety Policy Social Policy - Collective bargaining agreements in effect at ALROSA	- Zero tolerance for any form of discrimination, bullying or harassment - Prohibition of forced and child labour - Freedom of association and collective bargaining rights - Equal pay for work of equal value - Safe and healthy working conditions - Right to training and development	- OHS certification and training - Collective bargaining agreements with the Profalmaz trade union - Implementation of a three-level industrial safety control framework - Operation of an independent feedback mechanism — the Compliance Hotline - Regular medical examinations and provision of PPE - Training programmes, including annual human rights training - Pilot project to introduce the ethics ombud role 93% of ALROSA employees are covered by collective bargaining agreements in effect at the Company In 2025 ALROSA developed an online training module on human rights compliance 3,495 employees completed human rights training in the reporting year
Human rights in cooperation with local communities and indigenous small-numbered peoples of the North	Human Rights Policy Policy on Engagement with Indigenous Peoples Sustainability Policy Stakeholder Engagement Policy Corporate Standard on Tailings Management	- Respect for the culture, customs and traditions of local communities and indigenous small-numbered peoples of the North - Free, prior and informed consent (FPIC) - Access to project information and impact assessments - Consideration of the interests of individuals affected by potential involuntary resettlement - Unimpeded access to cultural and natural heritage sites, and essential natural resources, including drinking water sources	- Public consultations for proposed construction projects, public discussions on project documentation, including environmental impact assessments (EIA) - Implementation of local emergency warning systems and development of incident response protocols - Conduct of ethnological assessments and implementation of compensation measures - Operation of an independent feedback mechanism — the Compliance Hotline - Public disclosure of information on ALROSA activities that may impact local communities - Compliance with domestic legislation and international involuntary resettlement standards, ensuring fair compensation valuation and transparent calculation methodologies In 2025 ALROSA submitted six projects for public consultation, all of which received positive assessments.  For details, see the section “Approach to environmental management”. In the reporting year, a positive opinion was obtained from the Ethnological Expert Review Panel for the findings of ethnological impact assessment (EIA) of two projects, covering areas of traditional residence and economic activity, as well as territories of traditional nature use of the indigenous small-numbered peoples of the North.  For more information, see the Biodiversity Conservation section.

HUMAN RIGHTS COMPLIANCE MECHANISMS AT ALROSA (continue)

AREA	KEY ALROSA DOCUMENTS	KEY RIGHTS AND PRINCIPLES	HUMAN RIGHTS COMPLIANCE MECHANISMS AT ALROSA
Human rights in the supply chain	Code of Corporate Ethics Code of Business Ethics for Partners of ALROSA Group ALROSA ALLIANCE Guidelines on Responsible Business Practices Regulations on Responsible Diamond Supply Chain Management	- Respect for human rights in the supply chain - Prohibition of child and forced labour - Zero tolerance for discrimination - Adoption of a dedicated human rights policy and implementation of human rights due diligence procedures - Cascading human rights requirements to subcontractors - Transparency in product classification: mandatory disclosure of diamond origin (natural/lab-grown)	- Requirement for partners to adopt human rights policies - Right to audit counterparties for compliance with the Code of Business Ethics for Partners - Inclusion of ethical requirements in contracts - Implementation of a Know Your Counterparty procedure, encompassing legal compliance, business reputation, financial assessment, and adherence to ALROSA's corporate ethics principles - Operation of an independent feedback mechanism — the Compliance Hotline - Revocation of the right to use the ALROSA ALLIANCE trademark for non-compliance with the ALROSA ALLIANCE Guidelines on Responsible Business Practices, including in the area of human rights - Termination of partnerships with organisations systematically violating human rights, employing forced or child labour, with violations reported to competent authorities
Human rights in security operations ¹	Code of Corporate Ethics Human Rights Policy	- Respect for human rights and freedoms, alongside rights and lawful interests of legal entities - Legal compliance - Cooperation with law enforcement agencies and support for maintaining public order - Liability for illegal actions	- Ensuring the accountability and oversight of security services and the security department - Mandatory ethics and human rights training for all employees, including security staff - Operation of an independent feedback mechanism — the Compliance Hotline - Enforcement of disciplinary sanctions In 2025 11 employees from ALROSA's security S&As completed training on human rights compliance policies and procedures applicable to the Company's operations.
Right to privacy, confidentiality and protection of personal data	Personal Data Processing and Privacy Policy Information Security Policy Regulation on the Compliance Hotline of PJSC ALROSA	- Information confidentiality - Anonymity of reports to the Compliance Hotline - Strict prohibition on disclosing personal data without the explicit consent of the data subject	- Technical and organisational measures to protect the personal data of employees, clients, business partners, etc. - Guaranteed anonymity for all Compliance Hotline reports - Deployment of an information security management system - Staff training on human rights and information security protocols  For more information, see the Information Security section.

¹ The regulatory framework for security services in the Russian Federation (both private and departmental) is founded on principles aligned with international human rights standards. All ALROSA divisions, including security units, operate in strict compliance with Russian legislation and the Company's corporate ethics standards. Introducing a separate human rights policy for the security and guarding service would simply duplicate requirements already covered by federal law and the Company's internal regulations, and would therefore be redundant from a corporate documentation standpoint



HUMAN RIGHTS AND ETHICS OMBUDSMAN

In 2025 ALROSA continued to develop the ethics ombudsman role, designed as a key feedback and preventive mechanism for addressing breaches of business ethics and human rights. This function complements the Compliance Hotline. Ethics ombudsman are tasked with preventing workplace conflicts and actively facilitating the resolution of existing issues through repeated consultations with all parties involved, with the authority to escalate matters to senior management.

In the reporting year, as part of a pilot initiative, ALROSA partnered with the Profalmaz trade union to develop a reporting and data analysis framework for tracking requests and resolution outcomes, with the aim of strengthening the institution of the ethics ombudsman within the Company. Training was delivered to specialists of the Risk Management and Internal Control Department on the ombudsman's function and its practical implementation in Russia. In the reporting year, the Company identified an operational site to launch the pilot implementation of the function.



NEXT STEPS

Plans under the new 2029 sustainability programme

GE2 Ensuring respect for human rights

TARGET	PLANS UNDER THE PROGRAMME
Ensure compliance with human rights obligations as part of participation in international sectoral organisations	• Update the Company's approach to human rights due diligence and impact assessment • Independent assessment of ALROSA's potential and actual impacts in the field of ethics and human rights • Pilot project to introduce the ethics ombudsman role
Ensure consideration and resolution of 100% of reports concerning human rights and business ethics	• Improve the Compliance Hotline processes to ensure the review and resolution of 100% of reports concerning human rights and business ethics
Conduct annual human rights training	• Expand the coverage of human rights training





Innovation and digitalisation management

WHY THIS MATTERS TO ALROSA

ALROSA consistently invests in its corporate science and innovation ecosystem, steadily advancing its technological sovereignty. Achieving technological sovereignty is not merely a response to external constraints, but a strategic priority that ensures the Company’s long-term competitiveness amid the global transformation of the mining sector.

REGULATORY DOCUMENTS

INTERNAL

- Programme for Innovation Development and Technological Upgrade
- PJSC ALROSA’s Plan for Transition to Using Domestic Software for 2025
- Digital Transformation Strategy of PJSC ALROSA for 2025-2027¹
- Regulations on the Development and Implementation of the Programme for Innovation Development and Technological Upgrade
- Regulations on the Procedure and Rules for Introducing Innovative Products at PJSC ALROSA

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

Principle ⑨: Businesses should encourage the development and diffusion of environmentally friendly technologies

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Stable and dynamic economy
- Technological leadership
- Digital transformation of the public and municipal administration, economic and social sectors

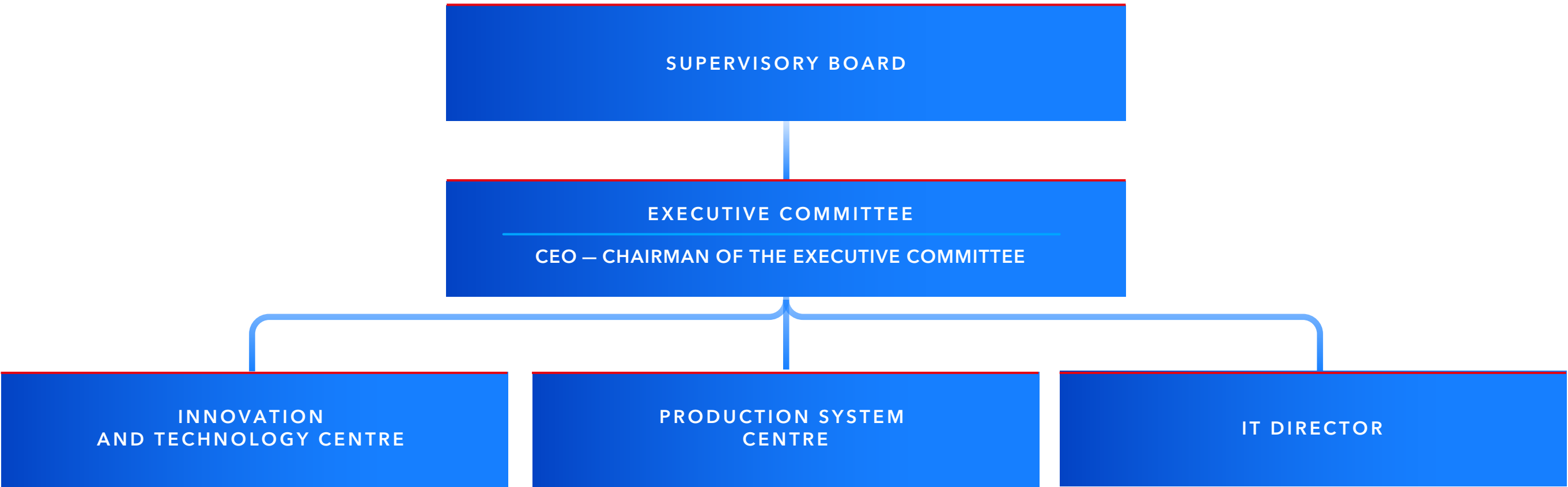


¹ Updated in 2025, approved by the Supervisory Board’s decision on 6 March 2026

RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	Approval of the Programme for Innovation Development and Technological Upgrade and an annual report on its implementation
Executive Committee	- Oversight of the implementation of strategic goals in innovation and digitalisation management - Approval of the Programme for Innovation Development and Technological Upgrade and a report on its implementation
CEO—Chairman of the Executive Committee	Organisation and management of innovative activities, including in terms of implementing state policy and decisions of state authorities, as well as decisions of the Supervisory Board
Innovation and Technology Centre (ITC)	- Development of innovative activities, processing of requests from internal customers - Development and management of innovative projects - Involvement of internal divisions and external participants (research institutes, universities, etc.) in projects
Production System Centre	- Upgrade of production processes - Digitalisation management - Improvement of production process efficiency - Methodology of the continuous improvement process
Divisions in charge of digitalisation	- Regulation of digitalisation work - Implementation of projects across all stages of the digital product lifecycle—from hypothesis generation to the integration of finished products into the Company's IT landscape - Implementation of the Digital Transformation Strategy of PJSC ALROSA for 2025-2027 and PJSC ALROSA's Plan for Transition to Using Domestic Software for the Strategy - Identification, assessment, and selection of domestic software, execution of IT projects for software implementation and rollout across the Company - Development of the digital transformation strategy

ALLOCATION OF RESPONSIBILITY





INNOVATION
MANAGEMENT

ALROSA formulates its innovation strategy by aligning with the specific requirements of each value chain stage and key external factors driving operational performance and long-term development. The Company’s innovation approach is grounded in the deployment of advanced technologies that optimise production processes while reducing environmental and climate impacts.

ALROSA Group holds unique expertise in diamond mining in permafrost conditions. The Company’s science and technology leadership has been historically driven by Yakutniproalmaz Institute, established during the initial development of the Yakut deposits. Today, the Institute guides the mining strategy and, in partnership with the ITC, the Vilyuyskaya Geological Exploration Expedition, and the Company’s innovation centre, implements innovative solutions that enhance operational efficiency and environmental sustainability. To achieve R&D objectives, ALROSA actively collaborates with external partners, including development institutions, universities, research institutes, and academic bodies of the Russian Academy of Sciences (RAS).

A key instrument for implementing ALROSA’s innovation policy is the Programme for Innovation Development and Technological Upgrade. It has been developed and updated since 2011 in line with the orders of the President and the Government of the Russian Federation. Since 2011, ALROSA has established a robust foundation for innovation development and deployment, transitioning towards end-to-end digital technologies, import substi-

Goals of ALROSA’s innovation activities



Creation of innovative infrastructure closely integrated with all ALROSA Group entities



Involvement of ALROSA Group employees in innovation activities, including through the development of a motivation and incentive system



Information support for innovation activities, including the knowledge management system



Creation of conditions for the creation and implementation of a portfolio of innovative projects, including the Programme for Innovation Development and Technological Upgrade

tution, and the expansion of ESG-focused innovation capabilities. Today, the Company’s science and innovation ecosystem spans the entire value chain.

ALROSA operates a performance management system that defines key performance indicators (KPIs) for senior executives, the ITC, and structural divisions. The Company’s integrated key performance indicator for innovation (IKPI) is embedded in the ALROSA Group Development Strategy and directly influences senior management’s annual remuneration. The progress of the Programme for Innovation Development and Technological Upgrade is evaluated by independent experts on an annual basis. The KPIs for senior executives, the ITC, and structural divisions are supplemented each year with KPIs linked to milestone achievements across innovation projects and activities or specific Programme implementation KPIs.

 For more information on KPI achievement, see the Company’s [2025 Annual Report](#).

In 2025 the Innovation and Technology Centre (ITC), the Company’s key unit responsible for shaping and executing innovation policy, became directly subordinate to the CEO — Chairman of the Executive Committee. The reorganisation aimed to optimise corporate governance by ensuring direct management oversight of innovation processes and enabling timely strategic decision-making.



¹ Established in 2017 following the restructuring of PJSC ALROSA’s geological exploration unit, the Vilyuyskaya Geological Exploration Expedition acts as the custodian and holder of the Company’s accumulated databank and digital geological information dating back to 1950
² Presidential Orders dated 4 January 2010, and Government Order dated 25 January 2010 regarding the implementation of measures to accelerate technological upgrade and innovation development of state-participated companies



ALROSA's science and innovation ecosystem

PBCS 92



³ Presidential Orders dated 4 January 2010, and Government Order dated 25 January 2010 regarding the implementation of measures to accelerate technological upgrade and innovation development of state-participated companies

ALROSA's science and innovation ecosystem (continuation)

INNOVATIONS (MECHANISMS FOR INTERACTION WITH MANUFACTURERS OF INNOVATIVE PRODUCTS)



SCIENCE (MECHANISMS FOR COOPERATION WITH EDUCATIONAL AND SCIENTIFIC ORGANISATIONS)





In 2024, to update its Programme for Innovation Development and Technological Upgrade, ALROSA conducted a technology development audit, which, among other things, included benchmarking of the Company's technological achievements and KPI targets against those of leading global peer companies. As part of the technology profile assessment, best practices of leading mining enterprises in Russia and friendly countries were analysed.

Following the audit, ALROSA developed and approved the Programme for Innovation Development and Technological Upgrade for 2025-2028 with an outlook to 2030 (hereinafter, the 2025-2028 PID&TU). The Programme was formulated in alignment with Decree of the President of the Russian Federation No. 309 of 7 May 2024 "On the National Development Goals of the Russian Federation for the Period up to 2030 and for the Future up to 2036", and is harmonised with the ALROSA Group Development Strategy.

The Programme outlines priorities, objectives, implementation timelines, planned investments, projected economic outcomes of the investments, and key performance indicators (KPIs) for executing innovation and technological upgrade initiatives.

In total, 44 projects and activities have been included in the PID&TU, of which 27 have been identified as key. The Programme activities and projects are aimed at achieving the key strategic pillars of ALROSA Group, namely:

- the replacement of mineral reserves to ensure the long-term growth of ALROSA Group;
- the enhancement of labour productivity by continuously improving production processes and implementing new technologies;
- the compliance with high standards and shaping the culture of industrial and environmental safety.

The PID&TU incorporates selected initiatives from the Digital Transformation Strategy. ALROSA's activities in this area encompass over 100 projects, with more than a third focused on production operations. Within the PID&TU, digitalisation efforts focus on business process transformation and the deployment of automated planning and dispatching systems, enabling optimised operations across underground and open-pit mines.

PBCS 91

RUB 130 million
sustainability R&D expenses
in 2025

RUB 1,1 billion
billion for research
and development

RUB 1,8 billion
for capital and other
expenditures

RUB 2,9 billion
was allocated to finance
the Programme for
Innovation Development
and Technological Upgrade
in 2025, including



WHAT ALROSA IS PROUD OF

ALROSA'S SOLUTIONS WON AWARDS FROM THE INTERNATIONAL SALON "ARCHIMEDES"

In 2025 ALROSA took part in the XXVIII Moscow International Salon of Inventions and Innovative Technologies "Archimedes". Following the competition programme, ALROSA's integrated solutions received the following recognitions:

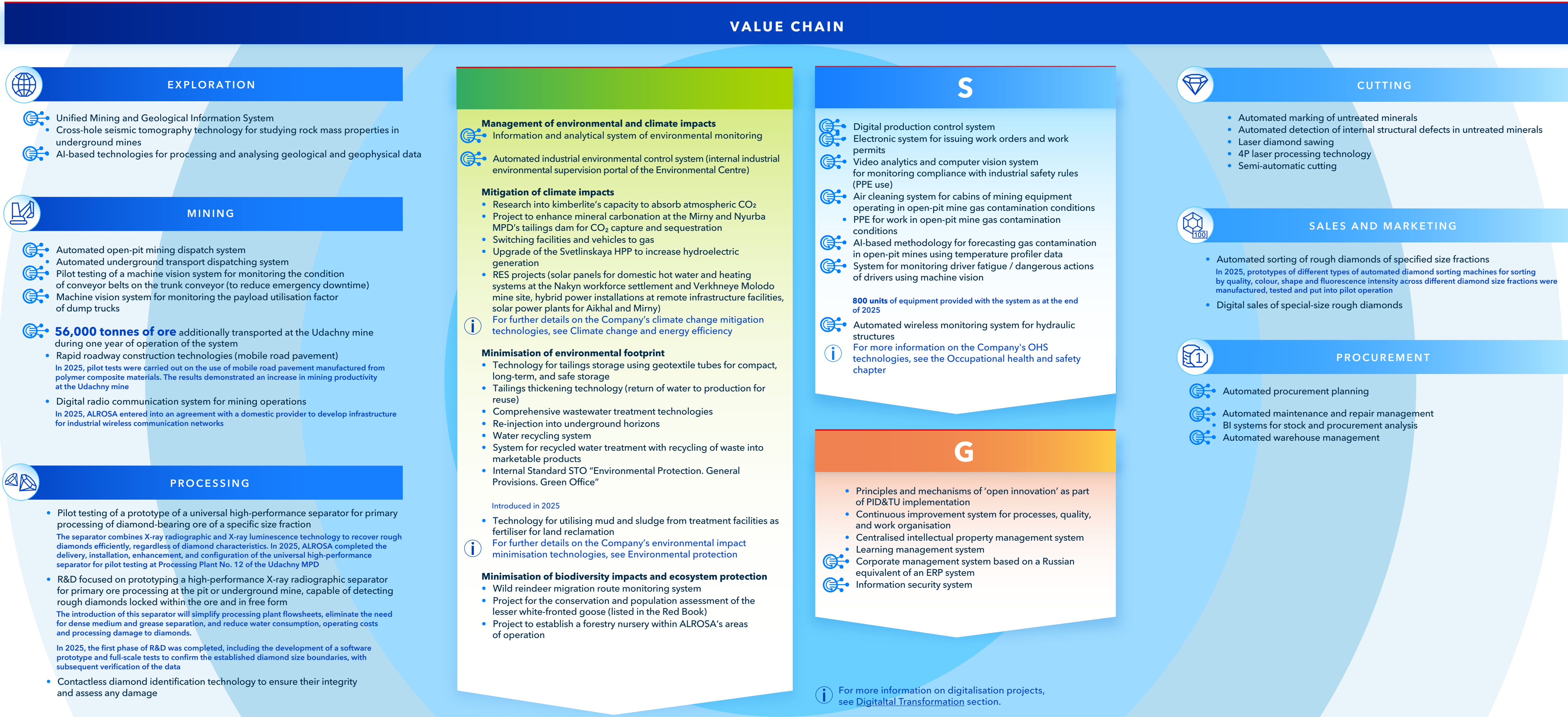
- integrated solution for automating mineral processing — **Silver Medal of the exhibition, Gzhel State University Prize, Special Prize of the "Archimedes" International Jury;**
- integrated solution for industrial rock blasting technology in underground mines, specifically the placement of charges in vertical drillholes to reduce blast-induced seismicity and improve diamond preservation in the host rock — **Gold Medal of the exhibition, Gold Medal of the Financial University under the Government of the RF for the Best Innovation Project;**
- integrated software solution for rough diamond damage monitoring — **Bronze Medal of the exhibition, Gzhel State University Prize;**
- invention "Method for Utilising Industrial Wastewater in Permafrost Conditions" — **Silver Medal of the exhibition, Nikola Tesla Gold Medal (Serbia), Special Prize from the Financial University under the Government of the RF.**

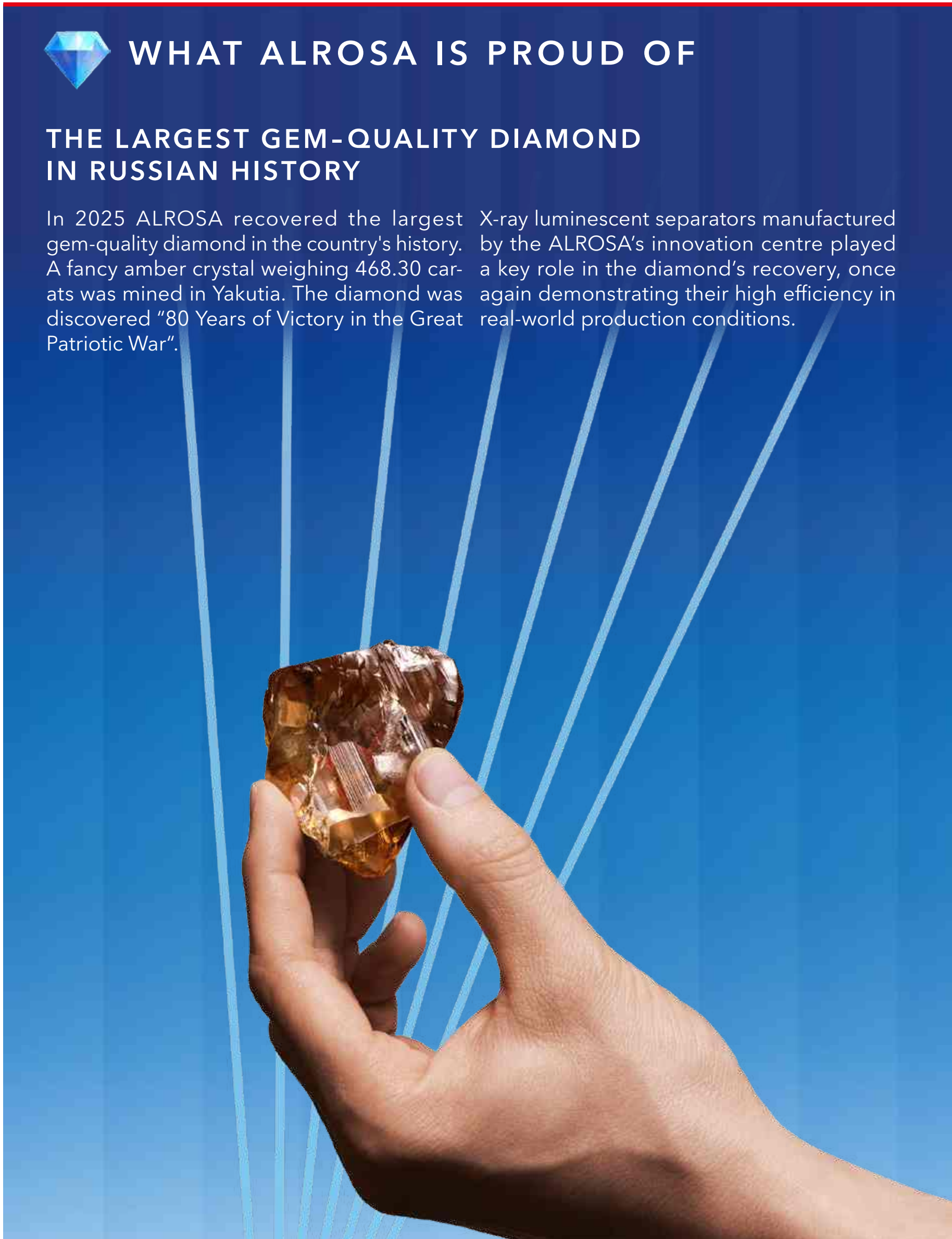
The Salon "Archimedes" is annually held with the support of the Administration of the President of the Russian Federation, the World Intellectual Property Organization, the Ministry of Defence of the Russian Federation, the Federal Service for Intellectual Property (ROSPATENT), the Association League of Assistance to Defence Enterprises, the International Federation of Inventors' Associations (IFIA) and the International Innovation club "Archimedes". In 2025 representatives of 250 organisations from 28 countries and 30 regions of Russia took part in the Salon.





Key technologies and projects of ALROSA's Programme for Innovation Development and Technological Upgrade¹





DIGITAL TRANSFORMATION

ALROSA sees digital technologies as a core driver of innovative development and technological modernisation. In 2025 the Company updated its key strategic document for digital project management: the Digital Transformation Strategy.¹ The updated strategy for 2025-2027 outlines the organisational measures required for ALROSA's digital transformation, includes a roadmap for deploying and developing digital technologies and building internal competencies to maintain its leadership in the diamond mining sector, and establishes key performance indicators for the transformation journey.

The strategy's roadmap comprises over 100 initiatives across 13 core functional areas, with particular emphasis on artificial intelligence deployment. Priority initiatives to enhance digital maturity by 2027 include:

- development of digital competencies;
- digital culture management;
- data management (including data office development);
- use of digital tools.

In the reporting year, the Company also established a Digital Infrastructure Centre, responsible for the centralised management of all ALROSA's hardware and software IT assets.

In 2025 ALROSA delivered 21 IT projects focused on automation and digitalisation. As at the end of the reporting year, ALROSA's IT project portfolio comprised 81 initiatives

ALROSA's key digitalisation initiatives in 2025

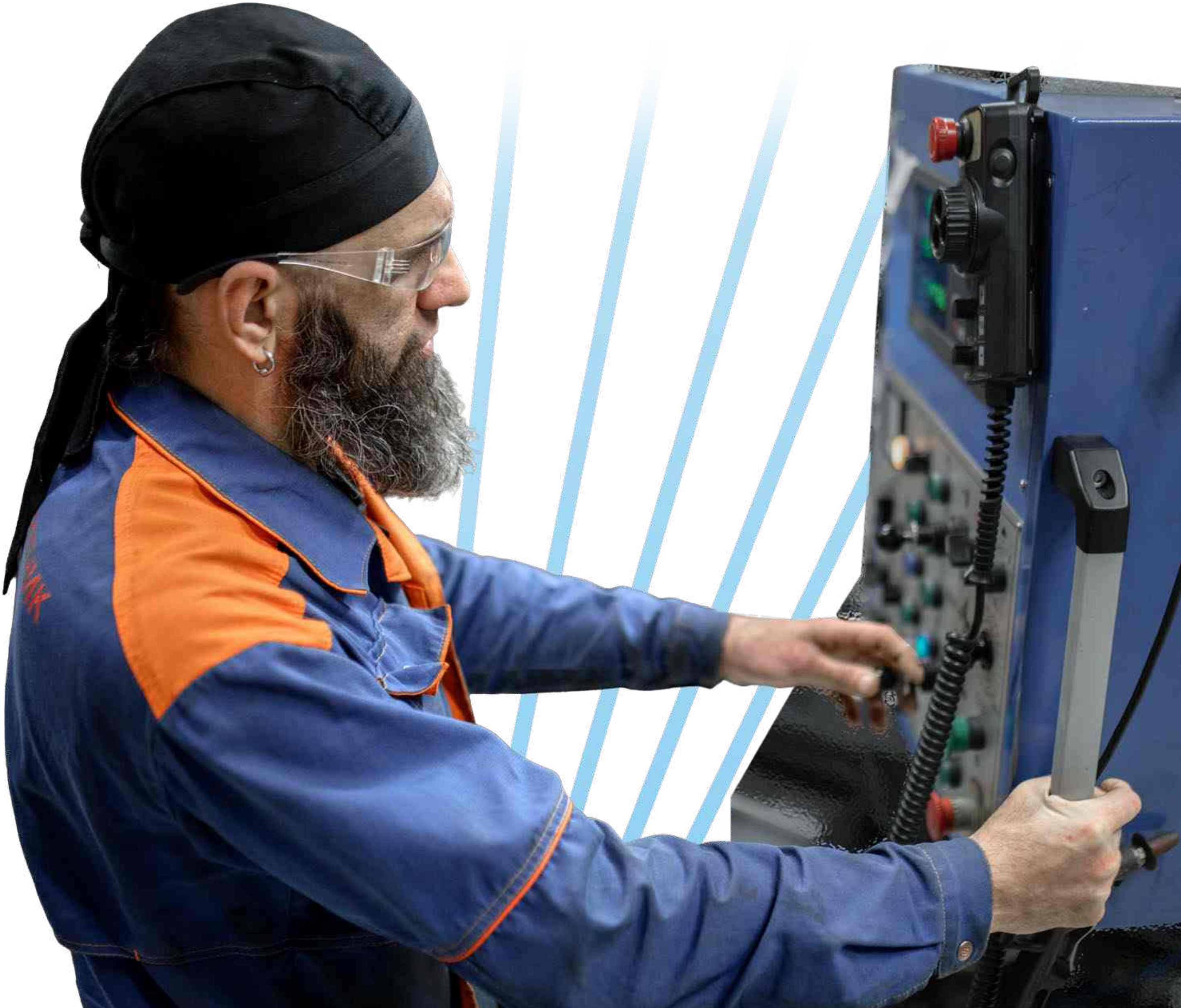
AREA	2025 OUTCOMES
Production	The Mirny and Nyurba MPD completed the implementation of an automated underground mining dispatching system
	During the reporting year, 32 units of equipment were integrated into the system. Onboard sensor kits transmit real-time data on equipment status, geolocation, and trip tracking to the dispatch centre. By the end of 2025, the system covered 315 units in total
	Pilot implementation of a Russian-made MES at the Lomonosovsky MPD was ongoing
	The Udachny underground mine of the Udachny MPD completed the scaling (modernisation) of an innovative machine vision system for monitoring the payload utilisation factor of underground dump trucks. The system enables load to be monitored and adjusted at key points along the haulage route, contributing to a significant increase in haulage-stage productivity. The project was fully delivered. Across 29,722 completed haulage cycles, its implementation yielded an additional 56,000 tonnes of rock mass hauled.
	The system analyses the overall loading of the underground haul truck body, determines the volume and weight of the rock mass, automatically calculates the payload utilisation factor, and detects the percentage of carryback inside the truck body after unloading. This data is transmitted to the dispatch centre in real time, enabling dispatchers to promptly optimise equipment operations. The system increased the payload utilisation factor by 11.3%
	The Jubilee mine of the Aikhal MPD put into industrial operation a machine vision system for monitoring the loading of open-pit haul trucks
Exploration	Pilot testing of the machine vision system for conveyor belt monitoring was completed at the Udachny mine. The testing was successful
	The Mineframe mining and geological information system was put into industrial operation in 2025. The project "Adaptation of the Mineframe Mining and Geological Information System" secured the "Practical Import Substitution" award at the digital mining project competition Mining Industry 4.0
Occupational health and safety	ALROSA completed a pilot initiative testing focused on specific AI-driven solutions for the system for processing and analysing geological and geophysical data. Currently under development, the system will enable more precise identification of prospective exploration areas and reduce the time required to locate them
	ALROSA upgraded its digital production control system, completed acceptance tests, enhanced the IT system, procured and configured the necessary equipment, and trained staff across the Udachny MPD, Mirny and Nyurba MPD and Aikhal MPD as part of pilot industrial operation
	As part of implementing a video analytics and computer vision system to monitor compliance with industrial safety regulations (specifically PPE adherence), the Company installed the required hardware, deployed an optical fibre network, and trained a neural network
	The Udachny and Mirny production sites, the Capital Construction Department, Almazavtomatika and the Aikhal MPD started the commercial operation of the automated system for issuing work permits

¹ Updated in 2025, approved by the Supervisory Board's decision on 6 March 2026.

ALROSA’s key digitalisation initiatives in 2025 (continuation)

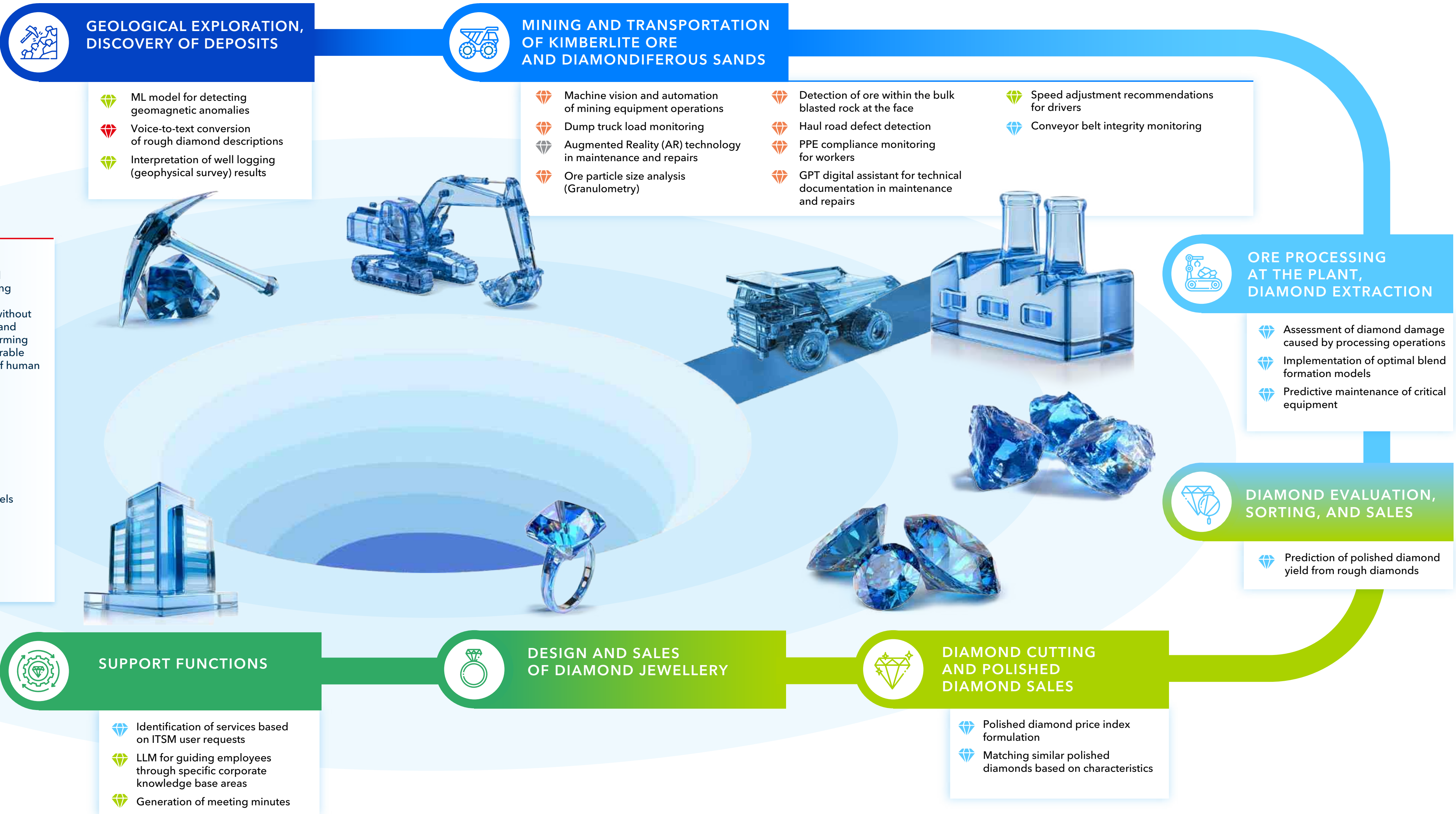
AREA	2025 OUTCOMES
Maintenance and repairs	In 2025 a pilot initiative to automate maintenance operations continued at two ALROSA subsidiaries. The sites modified and adapted the underlying IT system and began preparations for pilot deployment
	The mobile EMR (equipment maintenance and repair) solution (a mobile application for the operational management and monitoring of equipment maintenance and repair work) was rolled out at the Udachny MPD, with deployment also launched at the Aikhal MPD and the Mirny and Nyurba MPD. To streamline field operations, repair teams use NFC tags for asset identification, along with vibration meters that measure the vibration and temperature levels of equipment. The software automatically assesses equipment condition by comparing real-time readings against baseline parameters predefined in the M&R system for each type of devices and equipment. Using the application reduces the volume of paper-based documentation, eases the burden on personnel, and enables the collection of accurate equipment condition data while offline, with guaranteed delivery of the data
Enterprise-wide digital transformation	The Company began testing a software product that uses large language models. The LLM service has been designed to create draft presentations and reports, process information analytically, assist with technical documentation, etc. An Interim Procedure for the Use of AI-Based Solutions and Services (large language models) was also developed and approved in 2025
	A machine learning model was developed for routing requests in the user support service (ITSM); in 2025, the service processed over 6,000 user requests using the ML model
	The “Dive into IT at ALROSA” project was launched as a targeted training programme for the Company’s HR function. The aim of the project is to train HR specialists in the fundamentals of the IT Department’s work, enabling them to participate effectively in the digital transformation and to manage HR IT projects competently, including import substitution

 For details on information security initiatives, see [Information Security](#) section.





Key areas of AI development at ALROSA



TECHNOLOGICAL SOVEREIGNTY

ALROSA’s approach to technological sovereignty encompasses a multi-tiered framework integrating digital transformation, import substitution in critical IT infrastructure, AI integration into production processes, the development of an in-house scientific and technical base, the localisation of strategic product manufacturing, and the enhancement of industrial capacity across operating regions. The Company is consistently executing a strategy aimed at achieving full independence from foreign technology. Rather than simply replicating imported equivalents, ALROSA introduces domestic technologies and adapts them to the unique operational demands of diamond mining and the harsh climatic conditions of the Company’s regions of operation. ALROSA is actively deploying its own innovations and adapting emerging technologies with the potential to establish local production in its operating regions.

 For more information on the Company’s measures to enhance import substitution in the supply chain, see the section “[Procurement from local suppliers](#)”.

The Company’s technological sovereignty objectives are formalised within the Digital Transformation Strategy and the Programme for Innovation Development and Technological Upgrade. ALROSA utilises Russian IT solutions across all stages of the production chain and in auxiliary processes. Among the 2025 initiatives advancing technological sovereignty were:

ALROSA’s key initiatives to achieve technological sovereignty in 2025

AREA	2025 OUTCOMES
Transition to a domestic ERP system	Pilot initiatives for transitioning to the new ERP platform were launched across ALROSA subsidiaries, with preparatory work for the pilot operational phase now complete
Transition to a domestic operating system	300 users across three operational sites were successfully migrated. ALROSA made a decision to put the system into industrial operation
Transition to a domestic office software suite	The Russian office software suite was deployed across all ALROSA Group workstations, with access granted to all employees
Implementation of a unified communications platform	The Company deployed a Russian video conferencing solution across all divisions and selected a target corporate email solution
Mobile email access	The mobile email client was integrated with the ITSM platform ¹ , enabling users to manage and submit HelpDesk tickets directly from their mobile devices
IT skills development	A comprehensive initiative was delivered to promote and enhance staff proficiency in Russian software, including targeted training and the establishment of dedicated channels for user support and engagement

The Company operates a formal procedure for registering software developments in the Unified Register of Russian Software for Computers and Databases.

In 2025 three ALROSA-developed solutions were included in the Register:

Initial Maximum Price (IMP) Calculator
Automates the calculation of the Initial Maximum Price (IMP) using the comparable uncontrolled price method, alongside the management of IMP documentation (including document generation, approval workflows, and results archiving).

Offline Navigator
A navigation system for road trains (vehicles) transporting ore along a temporary haul road. The application enables the Company to monitor driver locations in real time, while equipping drivers with tools to assess route conditions and minimise operational risks.

CADAS
An automated information system for recording and monitoring the movement of diamond products.

NEXT STEPS

In 2026, ALROSA intends to:

- conduct full-scale industrial trials of next-generation separators;
- conduct pilot tests of the selected reagent formulation to improve the efficiency of froth separation of diamond-bearing materials in closed-loop water recycling systems;
- conduct pilot tests of the developed prototypes of the on-board exhaust gas treatment system for dump trucks;
- implement a greenhouse gas absorption project that meets national climate project criteria, and register it in the Russian Registry of Carbon Units.



¹ The Information Technology Service Management (ITSM) system is specialised software that automates IT service operations. It serves as a single point of contact for receiving requests from employees, distributes tasks among IT specialists, and monitors the quality and speed of problem resolution.

Information security

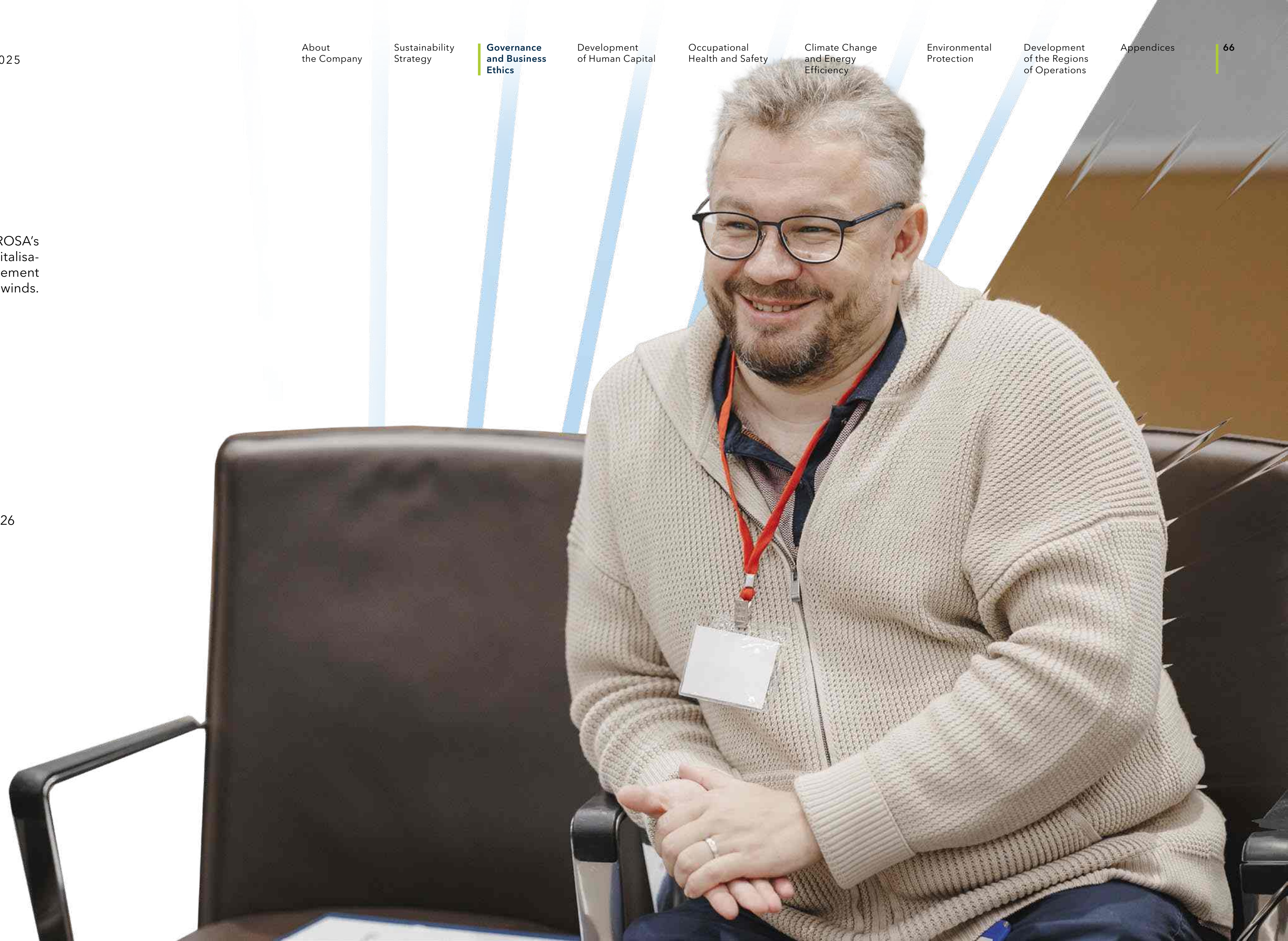
WHY THIS MATTERS TO ALROSA

Information security plays a pivotal role in ensuring ALROSA's operational resilience, particularly amid the growing digitalisation of business processes, the modernisation of management and industrial automation systems, and geopolitical headwinds.

REGULATORY DOCUMENTS

INTERNAL

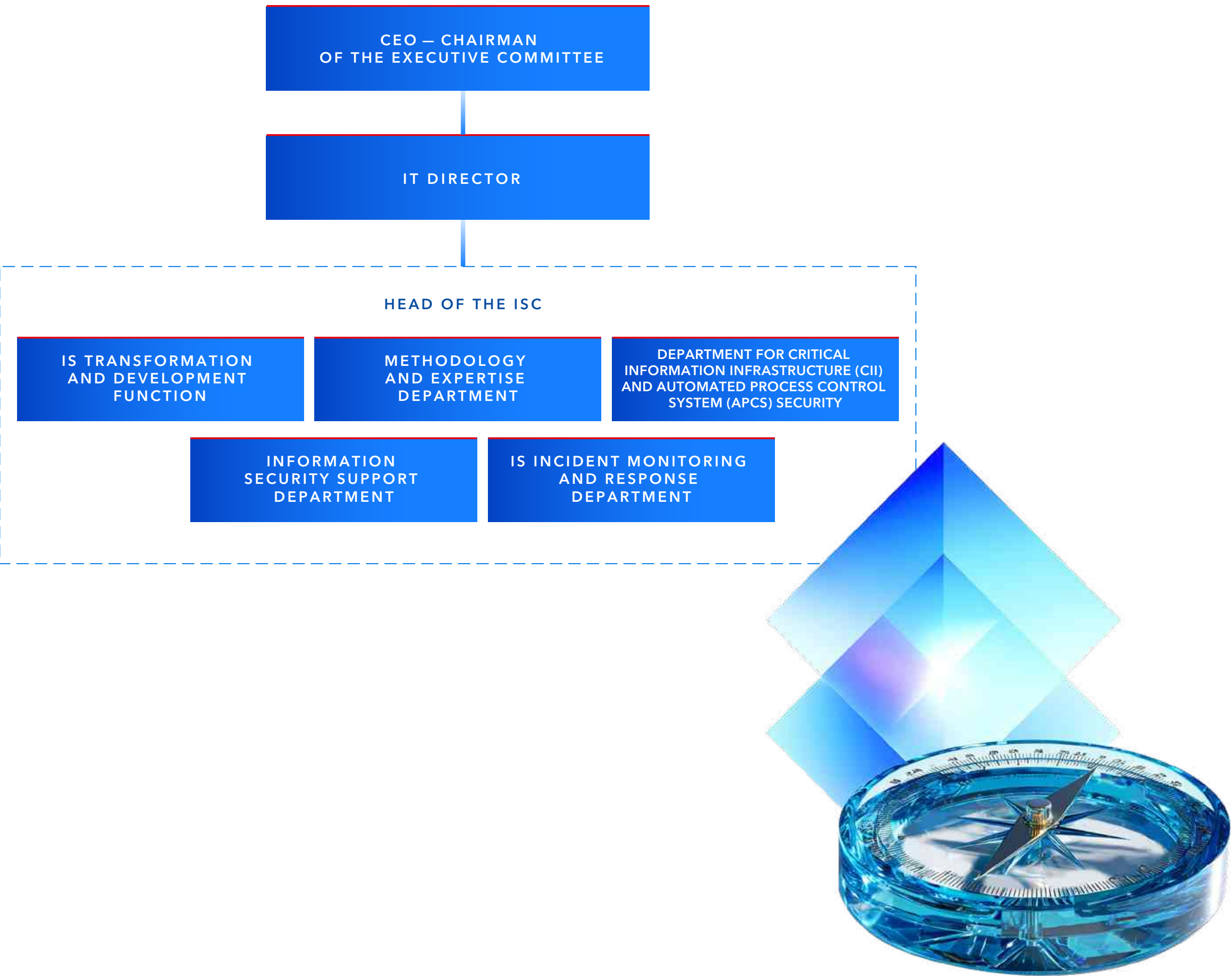
- [Information Security Policy](#)
- Critical Information Infrastructure Security Policy
- [Personal Data Processing and Privacy Policy](#)
- Regulations on Personal Data Processing
- Regulations on Personal Data Protection
- Information Security Development Strategy for 2024-2026



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Information Security Centre (ISC)	Enhancing the Company's protection against potential material, reputational, moral or other harm resulting from accidental or deliberate interference with operational processes, unauthorised access to circulating information, or unauthorised use of such data
IS transformation and development function of the ISC	- Planning, organising and coordinating information security initiatives - Coordinating the development of a comprehensive set of information security measures, including measures to preclude (i.e., to render impossible) any adverse consequences
Methodology and Expertise Department of the ISC	- Ensuring compliance with information security requirements during the design and operation of information systems and information and telecommunications infrastructure - Implementing organisational information security measures within the ISC's remit - Coordinating and overseeing information security activities and data protection initiatives - Planning, organising and coordinating information security training and awareness programmes - Monitoring the effectiveness of information security training and awareness initiatives
Information Security Support Department of the ISC	- Ensuring the reliability, efficiency and security of information systems, production processes and IT infrastructure - Implementing technical information security measures within the ISC's remit - Identifying vulnerabilities in information systems, software and hardware solutions - Supporting business continuity and operational processes during cyber attacks
IS Incident Monitoring and Response Department of the ISC	- Monitoring the state of information security - Identifying IS threats to information systems, automated control systems, software and hardware solutions - Monitoring the effectiveness of the information security framework - Responding to cyber incidents and mitigating the impact of cyber attacks - Liaising with the National Coordination Centre for Computer Incidents and other relevant authorities
ISC Department for Critical Information Infrastructure (CII) and Automated Process Control System (APCS) Security	- Ensuring the security of CII assets - Identifying IS threats and vulnerabilities in information systems, automated control systems, software and hardware solutions - Implementing CII security measures in coordination with operational and maintenance departments - Conducting oversight and verification activities related to information protection, including compliance with CII security requirements

ALLOCATION OF RESPONSIBILITY





INFORMATION SECURITY
AT ALROSA

ALROSA maintains information security (IS) in full compliance with Russian legislation, as well as national and international standards.

ALROSA’s information
security objectives

- Ensure operational continuity and sustainable development amid existing IS threats, while preventing and/or mitigating incident-related impacts through appropriate protective measures
- Strengthen trust among employees, customers, and business partners, and build a positive corporate reputation
- Comply with legislative requirements

To ensure information security, ALROSA implements a comprehensive set of organisational, technical, and physical controls. These measures form a unified Information Security Management System (ISMS).

The Company’s ISMS is structured in accordance with the ISO 27000 series of standards, addressing various aspects of information protection. ALROSA regularly identifies and assesses IS risks and evaluates potential business impacts, in collaboration with specialists from the finance and economics function and

the Risk Management and Internal Control Department. The Company formulates strategic and operational plans to enhance its IS capabilities, aligned with evolving business needs, the growing complexity of information infrastructure, emerging technologies, and changing regulatory requirements.

ALROSA evaluates the effectiveness of its security controls through multiple methods, including self-assessments, internal audits, independent third-party reviews, and state-controlled audits. Based on evaluation findings, the Company develops and implements recommendations to continuously enhance the ISMS.

The key principles governing ALROSA’s information security are formalised in the [ALROSA Group Information Security Policy](#). Its provisions apply to all of the Company’s business processes and information assets, and compliance is mandatory for all employees. Failure to adhere to information security requirements or to report incidents promptly is considered a breach of employment duties and may result in disciplinary action. The Policy also extends to relationships with suppliers, service providers, and other partners whose services involve the use, processing, or access to ALROSA’s information or information assets.

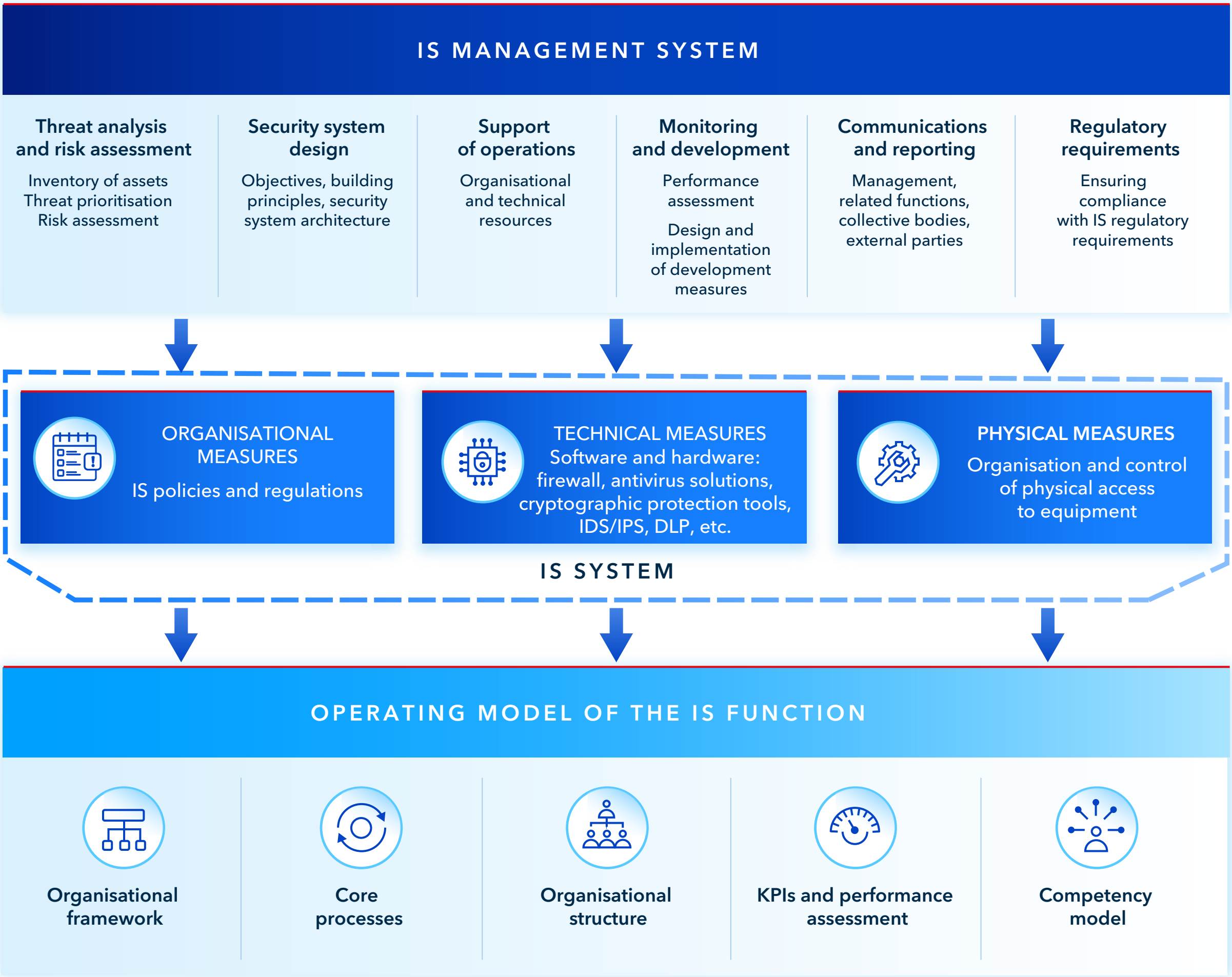
ALROSA places particular emphasis on information security awareness and employee training. Regular training and the enhancement of employees’ digital literacy remain core components of ALROSA Group’s strategy to maintain overall cyber resilience. New employees are required to complete mandatory information security induction training and are briefed on incident reporting channels. The Company also delivers training on personal

cyber hygiene, corporate data protection, defence against social engineering, and cyber threat response. In 2025 approximately 9,000 ALROSA employees participated in training initiatives.

The Company is consistently implementing its 2024–2026 Information Security Development Strategy, aimed at mitigating vulnerabilities and strengthening corporate IT infrastructure resilience. Strategic initiatives include building new information security processes, enhancing the security posture of information systems and infrastructure services, and establishing a Cyber Resilience Centre based on the Security Operation Centre (SOC).

2025 saw ALROSA continue to build out the Cyber Resilience Centre, focusing on improving the quality of information security event monitoring and incident response.

Information Security Management System (ISMS)



Key information security measures in 2025

MEASURE	DESCRIPTION
Development of a hybrid IS service model	Continued transformation of IS controls into discrete, on-demand services accessible via the ITSM system. By the end of 2025, nine dedicated IS services had been established
Automated IS vulnerability and threat scanning	Deployment of a threat detection scanner covering all corporate network data assets within the defined scanning perimeter
Integration of IS processes into the information systems lifecycle	ISC specialists are engaged at every stage of the information systems lifecycle, from project justification and change requests through to decommissioning
Regulation of network infrastructure security management	Development of a dedicated IS standard for network infrastructure segments, outlining segmentation principles and baseline security controls
Deployment of a Privileged Access Management (PAM) system	Launch of a project to establish a centralised, secure access management model for critical systems, ensuring robust monitoring and comprehensive audit trails
Secure corporate file exchange service	Implementation of a trusted environment for data exchange with external counterparties and partners, minimising information leakage risks in external document workflows
Deployment of Endpoint Detection and Response (EDR)	Roll-out of an EDR system providing continuous monitoring of workstations, servers, and mobile devices
Deployment of Network Traffic Analysis (NTA)	Implementation of an NTA system which collects and analyses data on all information flows inside and outside the corporate network and enables real-time monitoring of suspicious activities and hidden cyber attacks

MEASURE	DESCRIPTION
Introduction of a sandbox system	Introduction of a sandbox system — an isolated virtual environment in which files and programmes are tested
Data Loss/Leakage Prevention (DLP) system	Ongoing upgrade of the DLP system to improve the detection and prevention of unauthorised confidential data transfers, whether resulting from technical faults or human error
Deployment of a corporate ISMS for CII	Completion of the deployment project, with the system now being operational across all of the Company’s production sites

PBCS 94

ALROSA allocated
RUB 138 million
to information security
initiatives in 2025

No incidents resulting in the disruption or failure of ALROSA’s critical information infrastructure (CII) or other critically important objects were recorded during the reporting period.





PERSONAL DATA
PROTECTION

Safeguarding the confidential information of customers, employees, business partners and other stakeholders is a key priority for ALROSA. The Company oversees the entire personal data lifecycle, from collection to secure storage. The Head of the Information Security Centre is responsible for data protection, while the Head of the Risk Management and Internal Control Department oversees data processing.

The principles, objectives, conditions and methods of personal data processing, alongside the categories of data subjects, are set out in the Company’s [Personal Data Processing and Privacy Policy](#). Compliance with the Policy is mandatory for all ALROSA employees, who are required to familiarise themselves with its provisions and are held accountable for its adherence.

At ALROSA, personal data processing involves legal, organisational and technical tasks. The primary objective is to prevent unauthorised access to information, as well as its loss, distortion, disclosure to third parties or other breaches. To achieve this, the Company implements the following measures:

- appoints, trains and briefs personnel responsible for processing and protecting personal data;
- identifies unauthorised access risks, assesses potential damage and develops response measures;

- develops data recovery plans in the event of modification or destruction of personal data;
- evaluates the effectiveness of protective measures, conducts internal controls and audits to verify compliance with legislation and the Company’s internal standards.

GRI 418-1

In 2025 as part of the ongoing enhancement of the personal data protection system, the Company conducted an audit of personal data processing conditions and completed the technical design of the personal data protection system. During the reporting year, there were no breaches of personal data confidentiality, no unlawful transfers, and no related complaints.

NEXT STEPS

| In 2026, ALROSA intends to:

- implement the information security initiatives outlined in the 2024-2026 Information Security Development Strategy, including:
 - piloting the deployment of an SGRC (Security Governance, Risk, and Compliance) platform to automate information security management, cyber risk assessment, and regulatory compliance monitoring within a unified digital environment;
 - implementing an automated scanning system for software environments to identify defects and vulnerabilities prior to production deployment;
 - launching a pilot project for comprehensive source code analysis tools and external cyber attack simulation;
 - conducting pilot operations of a cyber training platform;
- develop the Information Security Development Strategy for 2027-2029.



DEVELOPMENT OF HUMAN CAPITAL



Approach to HR management	75
Headcount and personnel structure	76
Employee recruitment and onboarding	77
Creation of jobs in the regions of operations	80
Remuneration and motivation	81
Social support and partnership	83
Training and development	86
Corporate volunteering	90
Women's leadership	91
Next steps	92

**MAINTAINING
CONTINUITY,
WE DEVELOP
PROFESSIONALS**



2025 HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

		IFRS S1 46	IFRS S1 51		
		TARGET		PROGRESS FOR 2025	
ALROSA has secured leading positions in prestigious national rankings of best employers, as recognised by Forbes, RBC, and RAEX ALROSA joined the “Working Yakutia. Human Resources” project Strategic partnership agreement was concluded with the National Council for Corporate Volunteering The succession talent pool programme was expanded to the TOP-100 level	P1 Developing a team of professionals and creating an inclusive working environment	Maintaining a staff turnover rate of no more than 9% annually		7.5% staff turnover (-1.5 vs 2024)	Completed
		Ensuring that women account for at least 30% of the entire staff each year, and that at least 25% of those in management are women		32% share of women in the total workforce (+1 p.p. vs 2024) 27% share of women in management (+1 p.p. vs 2024)	Completed
		Keeping the representation of indigenous peoples in the total staff at no less than 13% on an annual basis		12% share of representatives of indigenous peoples in the total workforce (at the level of 2024)	In progress
		Keeping the level of employee engagement and satisfaction at no less than 70%		71% 2024 engagement rate ¹	Completed
		Increasing funding for social support programmes for employees, their family members, young employees and retired employees on an annual basis		RUB 3.2 billion amount of financing (+1% vs 2024)	Completed
	P2 Development of professional skills and employee training	Achieving a share of employees trained (mandatory and additional programmes) of at least 90% of the total headcount by 2030 (with an annual increase in the indicator)		74% of employees have completed mandatory and additional training programmes	In progress
		Achieving at least 50 hours of training on average per employee per year by 2030		43 hours average number of hours of training per employee (at the level of 2024)	In progress



Completed

In progress

Not accomplished

¹ Engagement surveys are conducted once every two years. The latest survey was conducted in 2024, the next one is scheduled for 2026.

WHY THIS MATTERS TO ALROSA

A key strategic priority for the Company is to fully unlock and develop the professional capabilities of its employees. For this purpose, ALROSA ensures a safe and inclusive working environment, expands opportunities for training and development of professional skills and competencies, and implements social support measures for employees and their family members.

MATERIAL TOPICS

- Decent working conditions
- Employee training and development

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

- Principle ③:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Principle ④:** Businesses should uphold the elimination of all forms of forced and compulsory labour.
- Principle ⑤:** Businesses should uphold the effective abolition of child labour.
- Principle ⑥:** Businesses should uphold the elimination of discrimination in respect of employment and occupation.

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Preservation of the population, strengthening health and improving the well-being of people, supporting families
- Self-fulfilment of each person, unlocking their talent, and educating a patriotic and socially responsible person
- Stable and dynamic economy

REGULATORY DOCUMENTS

INTERNAL

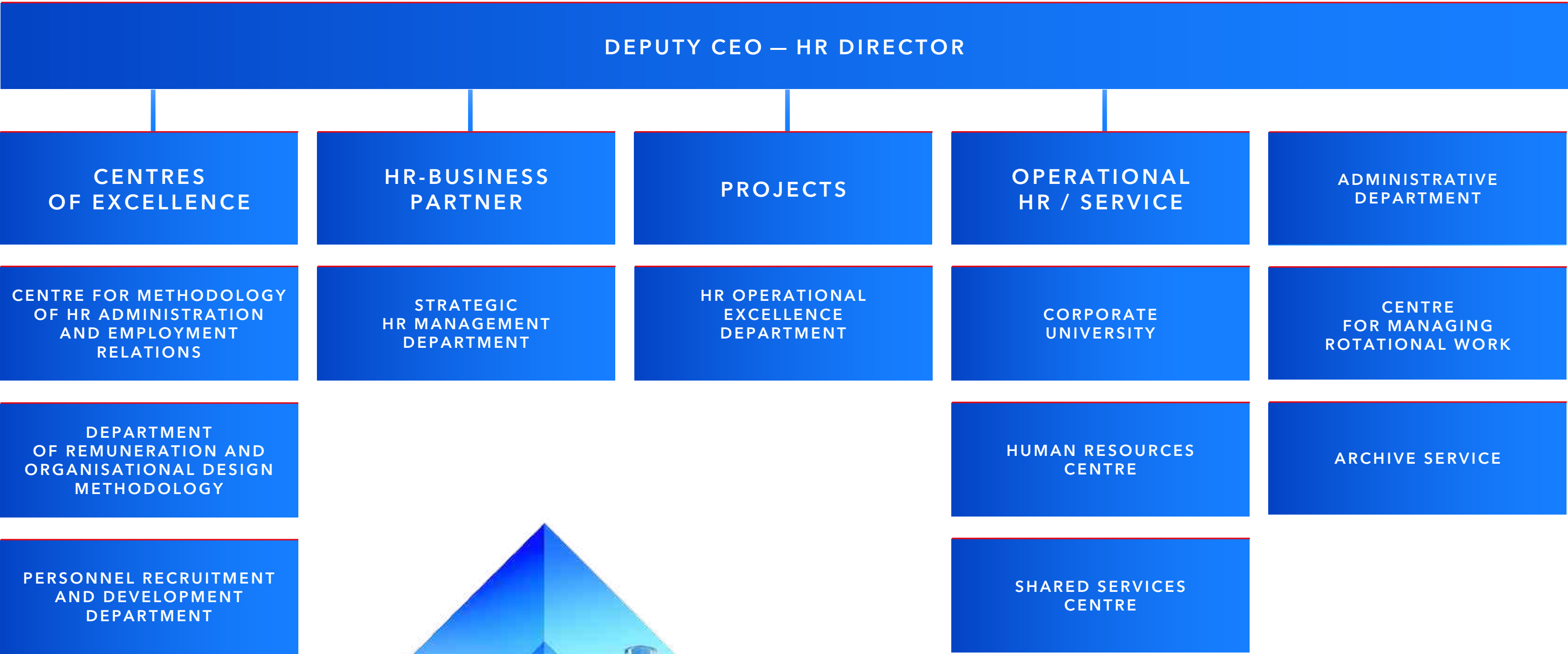
- [2023-2025 Collective Bargaining Agreement](#)
- [Social Policy of ALROSA Group](#)
- [Human Rights Policy](#)
- [Diversity and Inclusion Policy](#)
- Organisational and administrative documents, orders and other internal documents



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Deputy CEO — HR Director	- Control over the HR policy implementation - Control over appointments, motivation issues, and social policy implementation
Centres of Excellence	- Participation in the HR strategy elaboration - Elaboration and enhancement of a methodology for HR management processes, incentive schemes, performance assessment and remuneration systems, and talent management - Elaboration of corporate training programmes - Elaboration of the Company's internal regulatory documents governing labour relations - Management of payroll, compensation and benefits functions
HR-business partner	- Consolidation and creation of overall HR strategies for business areas and functions - Supporting the achievement of strategic goals by divisions - Customisation of solutions with the involvement of the Centres of Excellence - HR support for business projects
Operational HR / service	- Implementation of corporate training and development programmes - Administration of budgeting and reporting - Preparation of regulatory documents - Local recruitment and recruitment support - Execution of operational functions in HR management
Projects	- Monitoring of the HR strategy implementation - Development and monitoring of functional KPIs - Management of operating efficiency projects and IT projects for functions - Implementation of the automation programme, and HR analytics
Administrative Department	- Coordination of the Company's Archive Service, regulatory support for the organisation of archive storage - Support for the workflow in the electronic document management system - Organisation of and keeping records during negotiations and management events
Centre for Managing Rotational Work	- Participation in the development and implementation of the Company's goals and policy related to the organisation of work on a rotational schedule - Development of plans and programmes to organise rotational work, its coordination, control over compliance with the requirements for hiring rotational workers and improvement of the process - Operational interaction with functional services of ALROSA Group enterprises
Archive Service	- Management of archives and fulfilment of requests from the Company's divisions - Development and implementation of methodological and regulatory documents to organise the Company's archive-keeping operations - Participation in the development of requirements and implementation of the Company's electronic archive system

ALLOCATION OF RESPONSIBILITY





Approach to HR management

GRI 3-3 GRI 14.17.1

In achieving its strategic goals, ALROSA relies on its main asset—a team of highly qualified specialists. Employee engagement and loyalty are enhanced thanks to the Company’s comprehensive approach to HR management, including:

- creation of transparent and equal career opportunities for all employees;
- expansion of personnel training and development programmes and implementation of youth development projects;
- implementation of social support programmes for employees and their families;
- improving working conditions, including those for rotational workers.

A special place in ALROSA’s corporate culture belongs to its labour dynasties — representatives of one family who have devoted themselves to work in the diamond industry. Thanks to labour dynasties, the Company ensures the continuity of knowledge, traditions and corporate values and preserves its professional heritage.

Other examples of the practice of knowledge transfer at ALROSA are the corporate mentoring system and the talent pool programme, which were significantly expanded in the reporting period and covered more than 1,000 employees.

The Company formulates its HR policy taking into account the opinions of employees. Through regular ALROSA Voice surveys, they share feedback on working conditions, management performance and other significant aspects of corporate life. Based on the survey results, the Company prepares action plans to improve working conditions that meet the needs of the team, both for each enterprise and for ALROSA Group as a whole. Thus, based on the results of the survey conducted in 2024, the Company developed action plans for 2025–2026, with 50% of them already implemented by the end of 2025.

In 2025 ALROSA’s main areas of work were as follows:

- development of a mentoring and onboarding system;
- improvement of the corporate training system and competency models;
- training of management personnel within the Company and creation of a talent pool;
- career guidance for young people (from schoolchildren to young specialists);
- staff optimisation with retraining and assignment of redundant employees to vacant roles within the Company;
- engagement of local staff.

8%
of employees
have more than 25 years
of experience with
the Company

37%
of employees
have more than 10 years
of experience with
the Company



WHAT ALROSA IS PROUD OF

LEADER IN REPUTABLE NATIONAL RATINGS OF THE BEST EMPLOYERS

In 2025 ALROSA became one of the winners of the RBC rating of employers with the best results according to valuation criteria. The Company also became one of the leaders in the Forbes ranking of the best employers in Russia for 2025. It received the gold award in the Employees and Society category. In the reporting year, ALROSA was included in the top three and earned the highest rating in the RAEX HR management quality ranking.

ALROSA’s leading position confirms the effectiveness of the Company’s systematic approach to developing human resources and ensuring decent working conditions.

¹ Engagement surveys are conducted once every two years. The latest survey was conducted in 2024, the next one is scheduled for 2026.

Headcount and personnel structure

GRI 2-7

SASB EM-MM-000.B

At the end of 2025, ALROSA Group’s headcount was 32,932 people, down by 7% year-on-year. This is due to the temporary suspension of operations at low-profit deposits, mothballing of production assets, and optimisation measures. These measures are driven by the need for sustainable use of resources in the context of the deteriorating global diamond market and the economic situation in the country. When performing optimisation measures, the Company is guided by the principle of maximum retention of the talent pool, using mechanisms of internal reallocation of employees, their professional retraining and assignment to vacant positions within ALROSA Group’s perimeter.

The vast majority of the Company’s employees are based in Russia, with 79% of employees working in the Republic of Sakha (Yakutia).

ALROSA offers employees various employment formats based on the needs of business and personnel. As of the end of 2025, 96% of employees were employed on a full-time basis, while 93% held permanent employment contracts. The share of part-time employees rose to 4% (+3.2 p.p. vs 2024), which is due to the measures taken to retain personnel in the context of optimisation measures.

In the reporting year, the Company managed to reduce the staff turnover rate to 7.5%, which is 1.5 p.p. below 2024.

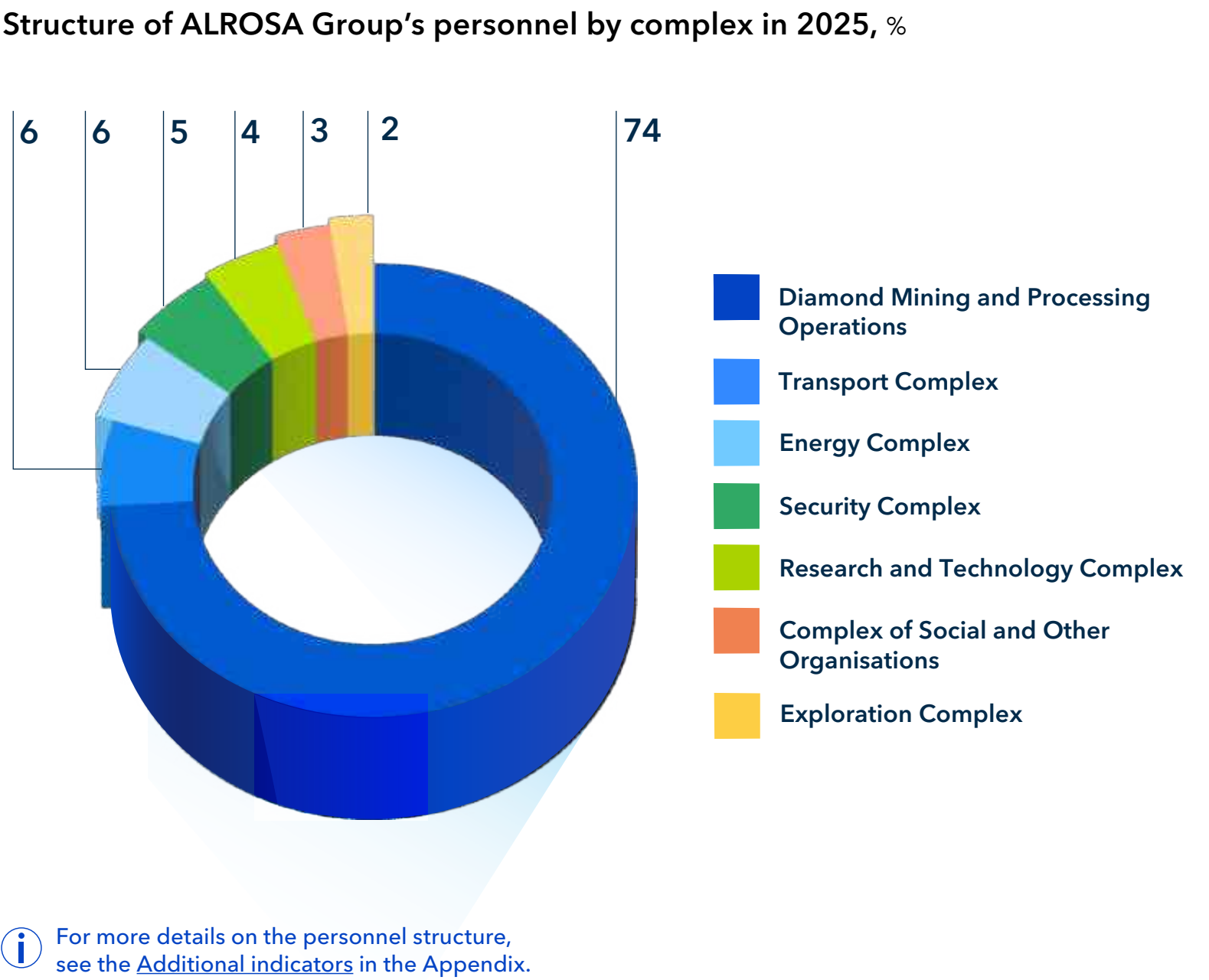
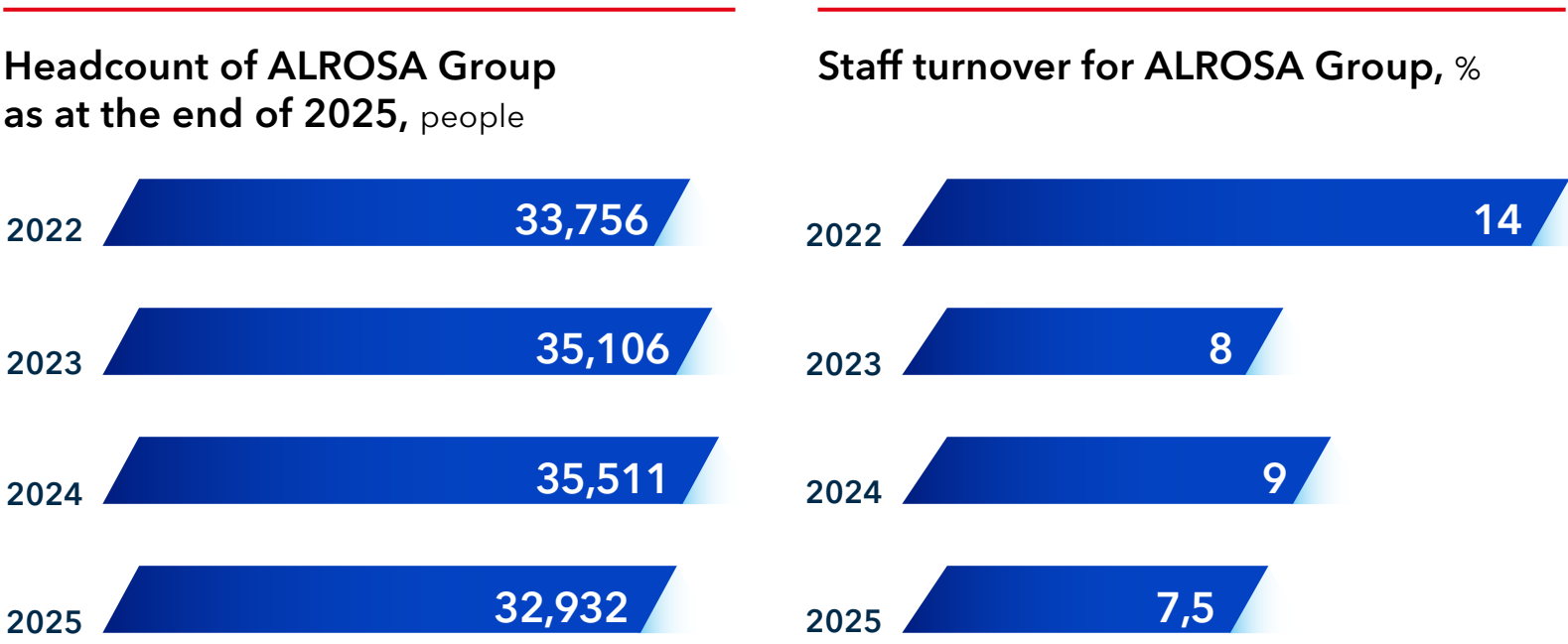
All ALROSA Group enterprises are integrated into production complexes depending on their line of business. The largest of them is the Diamond Mining and Processing Operations employing about 74% of the staff.

Due to the specifics of the mining industry, the share of workers is 63% of the total number of Company employees.

PBCS 49

PBCS 25

The prevailing difficult and hazardous working conditions at the Company’s production assets largely determine the age and gender structure of the Company’s personnel. Nevertheless, ALROSA features a robust female demographic, with women making up 32% of the total employee count and 27% of the managerial staff, exceeding typical industry figures. Employees aged 30 to 50 make up the majority of the workforce, accounting for 62% of the staff.





Employee recruitment and onboarding

Consistently responding to the challenges associated with the shortage of qualified specialists and high competition in the labour market, ALROSA systematically implements measures to increase the attractiveness of the HR brand, develop and attract young people, and provides professional training. In 2025 this need was met primarily by internal reallocation of labour resources within ALROSA Group’s perimeter — through transfers within structural divisions and between subsidiaries. Recruitment priorities remained focused on local hires from the Republic of Sakha (Yakutia).

PBCS 56

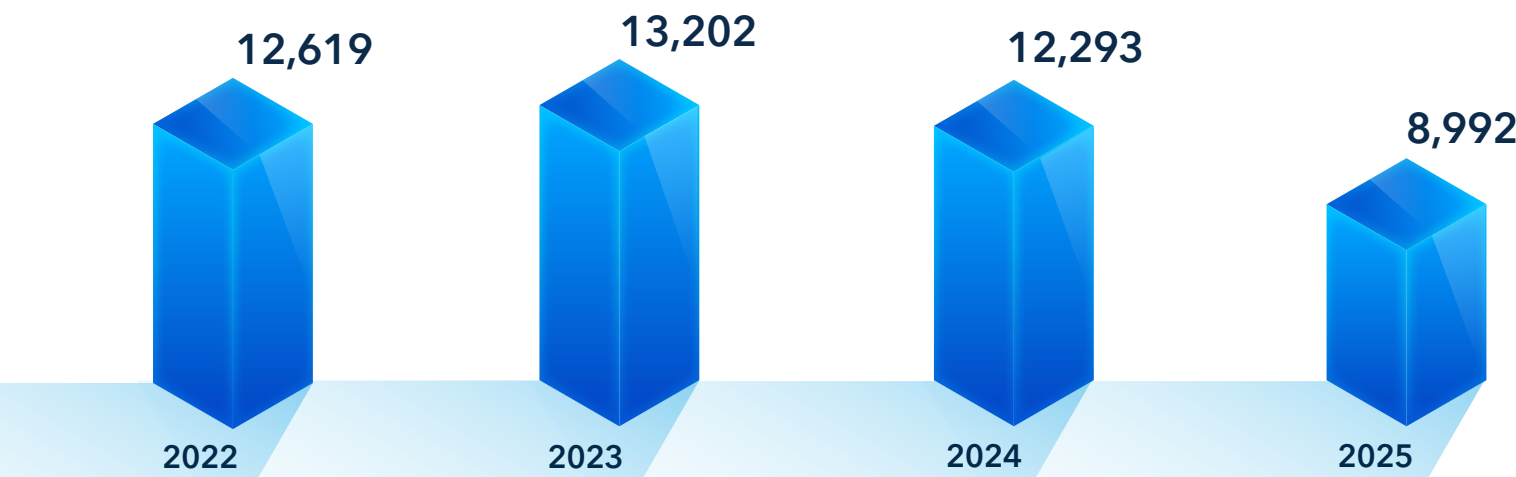
In the recruitment process, ALROSA is guided by the principles of inclusivity and respect for the individual characteristics of candidates set forth in the [Diversity and Inclusion Policy](#). The Company strives to promote gender and age equality while fostering an inclusive working atmosphere that accommodates individuals with disabilities.

PBCS 23

The presence of harmful production factors inherent in the industry imposes restrictions on the employment of people with disabilities. Nevertheless, ALROSA creates special jobs and supports the social adaptation of such employees. The Company cooperates with employment centres in the regions of operations and considers proposals for filling quota positions. At the end of 2025, 217 people with disabilities worked at ALROSA, which is 11% more than in the previous year.

GRI 401-1

Total number of newly hired employees in ALROSA Group, people



PROMOTION OF THE HR BRAND

To enhance its appeal as an employer of choice, ALROSA is working on the following key areas:

- expanding and developing channels for attracting potential employees;
- promoting industry professions, in particular working professions;
- increasing brand awareness in the regions of operations, provision of information about the advantages and opportunities at ALROSA;
- developing the referral programme;
- improving working conditions for rotational staff, improving the living conditions in shift camps;
- career guidance activities.

The Company uses a set of tools to interact with potential candidates — social networks and messengers, publications in the media, mailings with the most popular vacancies, targeted advertising in target regions, as well as outdoor advertising. In 2025, the total coverage of campaigns to attract new employees amounted to 455 thousand people.

In 2025 ALROSA continued to develop the “Invite a Friend” referral programme. Under the programme, employees can recommend candidates and receive a cash bonus if the candidates successfully pass the probation period. In the reporting year, the Company expanded the scope of the programme by increasing the number of covered divisions and subsidiaries by 15%. At the same time, the effectiveness of the programme increased — the share of employed candidates in the total number of those who applied under the referral programme increased from 27% to 59%.

ALROSA Corporate University, together with employment centres, regularly participates in job fairs held both in Mirny and at the northern production sites — Udachny and Aikhal. As part of these efforts, the Company is working to promote working professions, and informs candidates about the opportunities for professional training and retraining at the Corporate University, including with subsequent employment at the Company. In the reporting year, ALROSA participated in job fairs organised jointly with employment centres in Mirny, Yakutsk and Novosibirsk.

UNIFIED EMPLOYEE ONBOARDING SYSTEM

ALROSA has a unified system for onboarding new employees, which helps them to effectively participate in work processes from the first days. The onboarding process is standardised — methodological recommendations are provided for each stage, and responsible employees are assigned at each enterprise.

Each new employee must take the “Welcome to ALROSA” e-course. The course introduces the history, values and corporate culture of the Company, and provides basic information on its production activities, social programmes, sports and cultural events and training opportunities. Additionally, an introductory webinar is held for newly hired employees on a monthly basis.



Since managers play an important role in the onboarding of new employees, the Company conducts training for management on the organisation of the onboarding process.

In addition, special training is held for production managers who were transferred from working positions to management positions and have not previously been trained in management competencies. For this category of managers, the Company has developed two electronic courses — on onboarding of workers and onboarding of MS&AS. The programmes consist of a theoretical block and analysis of practical situations arising during the onboarding of newly hired employees. In addition to

the courses, managers are provided with memos and checklists. 1,415 employees completed training under these programmes in 2025.

To improve the quality of the onboarding process, ALROSA regularly collects feedback from new employees through pulse surveys conducted at intervals of one week, one month, and three months following their employment. The results obtained are taken into account for further improvement of onboarding processes.

WHAT ALROSA IS PROUD OF

MENTORING SYSTEM

ALROSA has a corporate mentoring system covering both production divisions and support functions. Experienced and highly-qualified staff members are assigned as mentors to new employees and young specialists. Mentors facilitate social and cultural adaptation of newcomers, immersion in corporate culture and help them improve productivity and quality of work. In the reporting year, the mentoring programme was expanded to three enterprises of the Company.

The programme provides for a system of mentors’ bonuses directly related to the results of onboarding and training of mentees. In 2025 88% of mentors received an 'excellent' rating based on their performance, which is a 16% increase compared to 2024.

To promote the mentoring culture, ALROSA held an internal case championship for the first time in the reporting year, which was attended by seven teams (49 mentors) from nine structural divisions and subsidiaries of ALROSA Group. The winning team then represented the Company at the Third Inter-Corporate Mentoring Case Championship in Yekaterinburg with the prize-winning third place.

1,729 assignments¹

total coverage of the mentoring programme at the end of the reporting year

306 mentors

received training



COOPERATION WITH SCHOOLS

ALROSA conducts targeted training of the talent pool among the population of the regions of presence based on the school — university — company model of continuing education. As part of this approach, the Company finances educational projects, implements development programmes for children and youth, provides targeted assistance to educational institutions; and participates in the construction and renovation of schools and educational centres.

Engagement initiatives with schoolchildren		
NAME	DESCRIPTION	PERFORMANCE FOR 2025
ProfiClub	The programme for schoolchildren in grades 7–9 consists of five educational modules covering the entire production cycle of the Company from exploration to diamond sales. Each module includes theory, practice and a tour to a production site	74 schoolchildren of Mirninsky, Ust-Aldansky and Gorny uluses
My Choice (career guidance team game)	A team distance game for schoolchildren that encourages them to independently learn about the professions that are in high demand at the Company	70 participants 14 teams
ALROSA Technomodule	An additional general educational development programme implemented at the Centre for Additional Education in Mirny combines the project approach with a focus on practical activity, teamwork and immersion in the profession. The programme systematically addresses early career guidance by fostering schoolchildren's interest in the engineering and technical professions of the diamond mining industry	20 schoolchildren developed and presented 19 projects
Career Guidance Month	As part of a project from ALROSA Corporate University schoolchildren from Mirny, Mirninsky District, the Republic of Sakha (Yakutia) and the Irkutsk Region learn about the best universities of the country in engineering fields	> 1,000 participants 13 educational institutions
ALROSA Class	ALROSA class training is free of charge for senior schoolchildren and includes in-depth study of relevant subjects (Mathematics, Physics, Computer Science, Technical English), as well as specialised courses in the Company's areas. Courses and lectures are held for schoolchildren in grades 10–11 in face-to-face and distance formats in relevant disciplines (Geological Exploration, Geophysics, Mining, etc.), training courses and tours to production sites are organised	> 200 schoolchildren participate in 10 ALROSA classes
ALROSA shift engineering holidays	For students of online ALROSA classes in Irkutsk and the Irkutsk region, engineering holidays are held twice a year at the Irkutsk National Research Technical University (IRNITU), during which participants learn about technical majors: engineering, geology and exploration, stone processing technologies, VR technologies in mining, production automation. In 2025 ALROSA shift was attended by ALROSA class schoolchildren from the Mirny Polytechnic Lyceum	Two ALROSA shifts were held with the participation of 88 schoolchildren
Career guidance geological shift	In 2025 a career guidance geological shift was held for schoolchildren aged 12–14 for the first time. During three shifts, participants learned about the geologist profession and equipment operation in an interactive, game-based format	343 schoolchildren
ALROSA academic competitions	Academic competitions were held at IRNITU among students in grades 9–11 of schools in the Irkutsk Region. Following the competitions, winners and awardees received certificates that gave additional points for admission to IRNITU. Ninth-graders were given the opportunity to enrol in the ALROSA Class without taking admission tests, provided they passed the interview successfully.	74 schoolchildren

¹ In this context, assignments refer to the formal appointment of mentors to specific new employees, i.e., the number of 'mentor-mentee' pairs officially registered within the Company during the reporting period.

COOPERATION WITH UNIVERSITIES AND COLLEGES

To strengthen the HR brand and attract promising young employees, the Company regularly holds specialised events for students and organises internships at production facilities.

To provide in-depth training for future employees, given the industry specifics, ALROSA opens corporate training centres (specialised university departments) in relevant specialties. The specialised university departments of the Company operate at IRNITU in the areas of “Automation of Technological Processes and Production” and “Land Transport Equipment”, and “Rough Diamonds Sorting” at Entrepreneurship College No. 11 in Moscow and the Transbaikal State University.

Furthermore, in 2025, the Smolensk Regional Technological Academy launched its first cohort of students in the “Jewellery Craft” programme, aiming to strengthen the workforce of ALROSA Group’s jewellery business. In the reporting year, 20 students studied under the new programme.

In 2025 ALROSA continued to expand its partnerships with universities and secondary specialised educational institutions¹ by concluding cooperation agreements with St. Petersburg Mining University, Kazan (Volga) Federal University, Yakutsk Industrial and Pedagogical College named after V.M. Chlenov and Zhatai Technical College in the Republic of Sakha (Yakutia).

| In 2025:

706

students did an internship at the Company

91

students studied under employer-sponsored training programmes

243

young specialists were hired by the Company

Engagement initiatives with university and college students

NAME	DESCRIPTION	PERFORMANCE FOR 2025
CASE-IN International Engineering Championship	Since 2019, ALROSA has been a strategic partner of the Student League of the CASE-IN International Engineering Championship in the areas of Mining, Exploration, Mining Machinery and Equipment. The winners are guaranteed employment, and finalists are invited to a paid internship	965 students took part in solving cases 40 students participating in the Championship completed an internship at ALROSA's production facilities
ALROSA Career Day	ALROSA Career Day is held at the Ural State Mining University to attract talented students	400 students took part in the event
Summer internship for students	Students of specialised universities engage in internships that can range from three weeks to three months, depending on their field of study. All students receive salaries, and non-local students receive additional compensation for accommodation and travel to the internship location	706 students completed internships
Study and Work Programme	To attract young employees, the Company employs senior students and transfers them to an individual training programme	21 interns were employed by the Company
Scholarship programmes	ALROSA supports promising students of in-demand technical and engineering specialties by providing them with scholarships, internships and subsequent employment. The Company reimburses students for their costs to travel to their internship location	93 fellows
Profproby Project	The project is aimed at social and cultural adaptation of students who undergo internship at the Company's enterprises and includes weekly interactive corporate events of a training and entertainment nature, monthly training sessions on developing soft skills and meetings with the Company's management	60 events held 88 participants The project covers the Mirny, Aikhal and Udachny production sites
Events for students at third-party venues	In addition to implementing its own initiatives, the Company's representatives regularly participate in external career events	> 4,000 students and 74 Company employees took part in 48 career events



WHAT ALROSA IS PROUD OF

MIRNOW RADIO SHOW

ALROSA supports the MIRNOW radio show implemented by young specialists of the Company together with the Almazny Krai media company. The project involves the creation of a communication platform for young employees of the Company and the formation of a youth community, providing opportunities for self-fulfilment and development of creativity. In addition, the project helps promote the HR brand among young people. Both ALROSA employees and active residents of the Mirny district are invited speakers of broadcasts.



¹ Secondary specialised educational institution.

Creation of jobs in the regions of operations

GRI 14.9.1 SASB EM-MM-210b.1

One of the strategic priorities of ALROSA’s HR policy is to ensure local employment. For many years, the Company has been participating in regional recruitment programmes for local residents. Thus, in 2025, ALROSA joined the new initiative “Working Yakutia. Human Resources” implemented under agreement with the State Employment Committee and the Ministry of Industry and Geology of the Republic of Sakha (Yakutia). The new initiative is a continuation of the “Local Staff in Industry” programme completed in 2024.

To overcome the shortage of employees, ALROSA is implementing a project to train the unemployed, thus helping to reduce barriers to employment in working specialties. In order to quickly close vacancies, the Company trains candidates from the Republic of Sakha (Yakutia) free of charge with subsequent employment at ALROSA. Training programmes are developed based on business needs and provide for an individual approach to training taking into account the skills, experience and qualifications of candidates. In 2025 more than 200 people were enrolled in such training.

In addition, in the reporting year, ALROSA developed a separate programme for the Diamond Sorter profession for candidates from the female unemployed population, taking into account the specifics of diamond sorting. Theoretical training was conducted in the offline format, with the practical part held at the Diamond Sorting Centre, where students performed technological operations of diamond sorting and other types of professional work in real life conditions.

The Company contributes to improving the quality of life of the local population by creating jobs in the regions, including in Arctic uluses where indigenous peoples live. In 2025 ALROSA Group employed 4,022 representatives of indigenous peoples of the North making up 12% of the Company’s total headcount. At the same time, in the reporting year ALROSA hired 2,991 representatives of indigenous peoples of the North.

ALROSA engages personnel on a rotational basis at certain production facilities where staffing needs cannot be completely met due to the situation on the local labour market. The Company consistently increases the attractiveness of working conditions for rotational workers. In 2025 ALROSA conducted a survey of factors affecting the motivation of rotational workers. Based on the survey results and analysis of the situation on the labour market, the Company implemented the following measures to improve the working conditions for such employees:

- implementation of an initiative to pay for travel to the place of work for candidates of all structural divisions;
- implementation of a pilot project to pay for travel to the place of practical training and internship for university students;
- inspection of the housing stock for rotational workers, inclusion of renovation of dormitories and accommodation facilities in shift camps in the work plan;
- expansion of the social infrastructure of shift camps: commissioning of

| In 2025:

>200
people
from the unemployed
population were enrolled
for professional training at
the Company

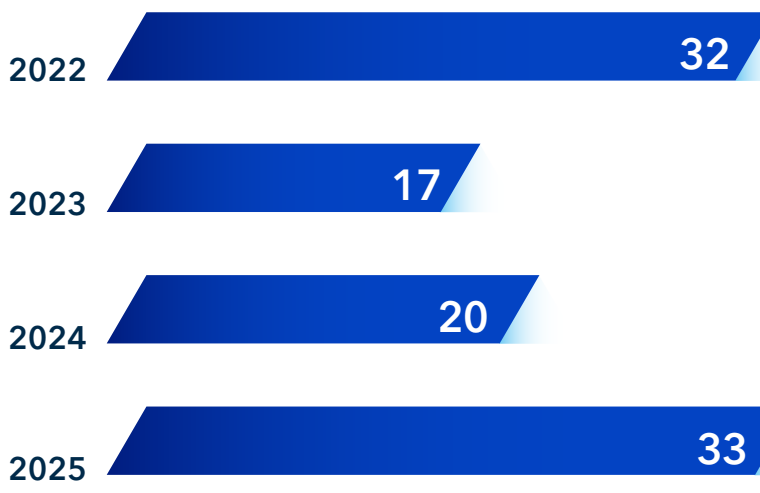
Share of representatives of indigenous peoples of the North in the total headcount of ALROSA Group, %



- sports and training facilities, equipping recreation rooms in dormitories;
- scheduled work to develop catering infrastructure and improve conditions in canteens of shift camps, in particular the introduction of additional payments for meals for rotational workers;

111
people
of those trained were
hired by ALROSA

Share of representatives of indigenous peoples of the North in the total number of newly hired employees in ALROSA Group, %



- updating ALROSA Group’s relocation policy based on the analysis of its implementation in previous periods.

WHAT ALROSA IS PROUD OF

ALROSA JOINED THE “WORKING YAKUTIA. HUMAN RESOURCES” PROJECT

In 2025 ALROSA joined the “Working Yakutia. Human Resources” project. The project is aimed at developing effective personnel support mechanisms and hiring specialists from both the Republic of Sakha (Yakutia) and other regions.

The project provides for the creation of new jobs, the organisation of internships and employer-sponsored training, as well as targeted engagement with key employers. An important feature of the project is the focus on the target employment indicators of not only representatives of the local population, but also highly qualified specialists hired from other constituent entities of the Russian Federation.

The project includes measures to create employment opportunities for the unemployed, particularly individuals from rural communities, thereby aiding the region’s social and economic growth.

>5,000

residents of Yakutia
joined ALROSA in 2025,
including:

> 2,000 rural residents

> 2,900 young specialists under 35

ALROSA IS THE LEADER IN THE EMPLOYMENT OF LOCAL RESIDENTS

ALROSA became the winner of the regional competition on hiring local residents and received the title of the best participant in the “Local Staff in Industry” project. This project was implemented under an agreement with the State Employment Committee of the Republic of Sakha (Yakutia) from 2018 to 2024.

>21,500

residents of the Republic
of Sakha (Yakutia) were hired
by the Company during its
participation in the “Local
Staff in Industry” project

Remuneration and motivation

ALROSA adheres to the principles of equal remuneration: ALROSA maintains the commitment to equal pay: the amount of remuneration is determined solely on the basis of the professional qualities and achievements of the employee and does not depend on gender, age or other individual characteristics.

The Company regularly indexes employee salaries: in 2025, indexation covered all ALROSA Group assets and equalled 5.1%. In addition, based on the analysis of the labour market in 2025, the Company revised the level of salaries in certain regions of presence and lines of business in order to retain and attract highly qualified production personnel.

PBCS 19

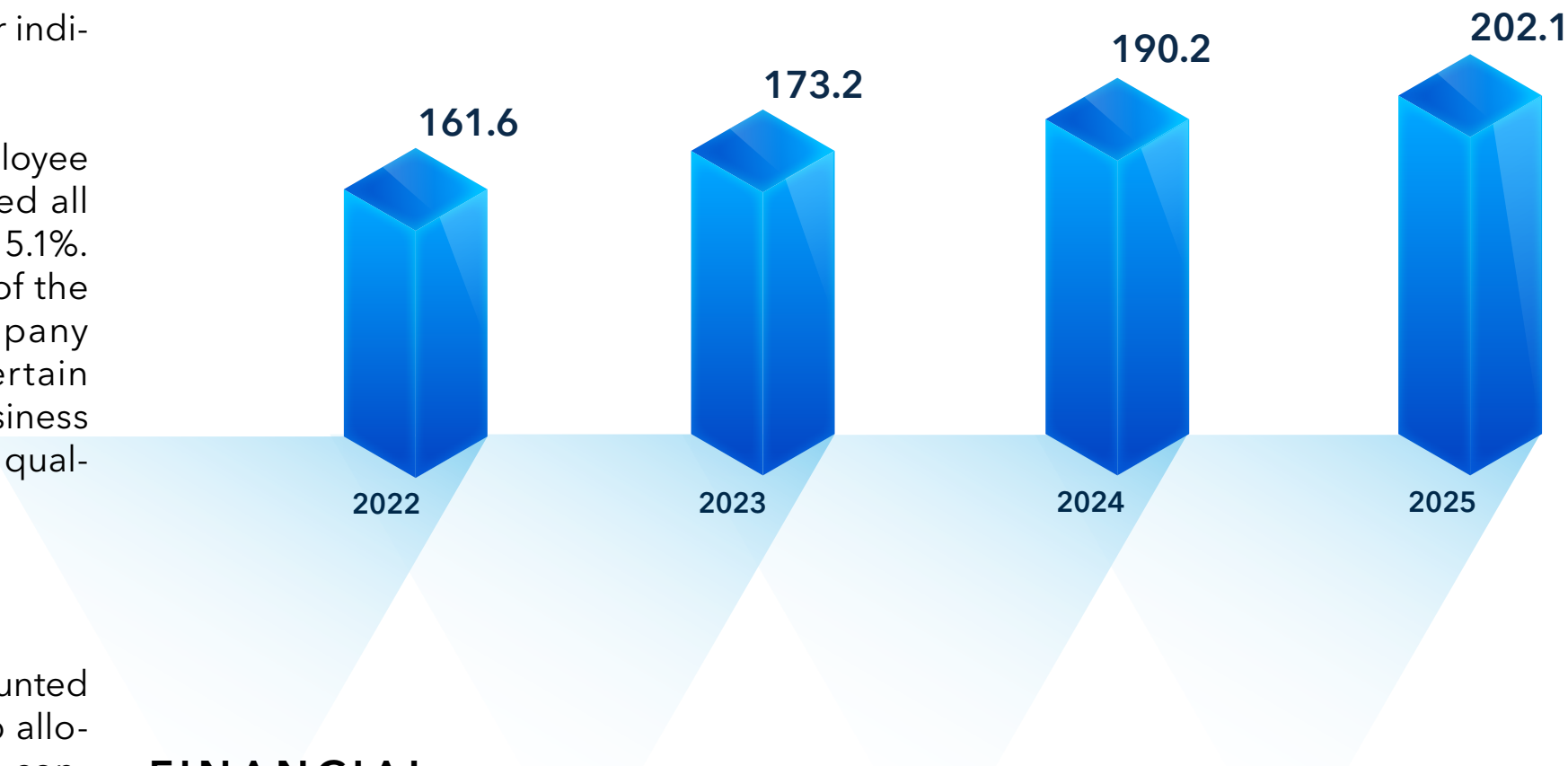
In 2025 ALROSA’s payroll fund¹ amounted to RUB 80.4 billion. ALROSA Group allocated more than RUB 22 billion as contributions to the Pension and Social Insurance Fund of the Russian Federation.

The average wages level of the Company’s employees in the majority of the regions of operations is higher than the regional average. The average wages in ALROSA Group in 2025 exceeded RUB 202 thousand per month per employee, a 6% increase versus 2024.

The minimum wages of the Company’s employees in the regions of operations also exceed the regional minimum wages, regardless of gender.

PBCS 26

Average monthly wages at ALROSA Group, RUB thousand



FINANCIAL MOTIVATION

ALROSA Group’s incentive system includes various types of bonuses, compensation and incentive payments, provided to employees regardless of the length of service, such as allowances for work in the Arctic Regions and other types of additional payments.

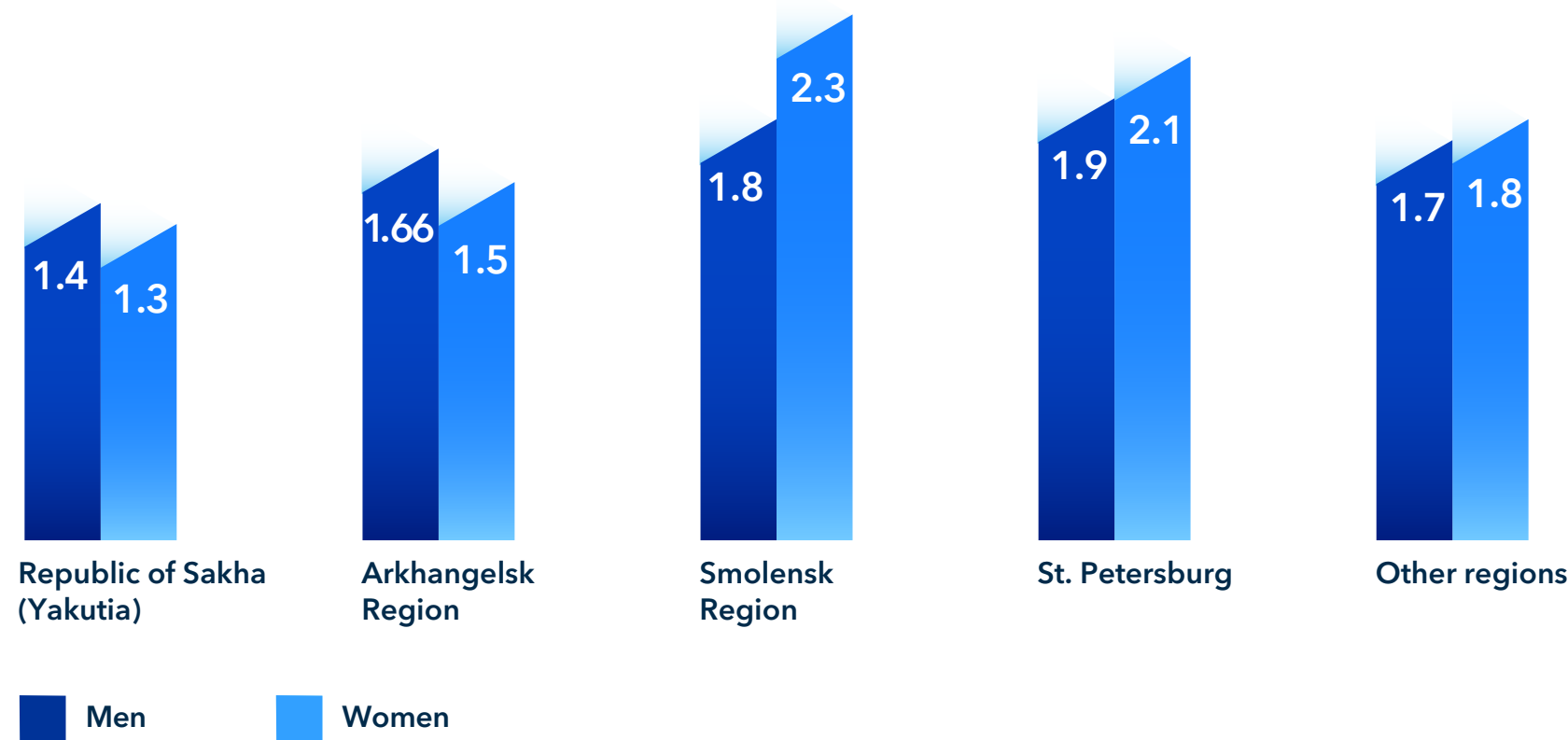
ALROSA pays bonuses to employees for performing particularly important assignments³. In addition, project bonuses are paid upon the completion of a project and the attainment of established goals.

For long-term projects, outcomes are evaluated on a yearly basis: when the results are favourable, staff members are awarded a bonus for their efforts during that period.

In 2025 ALROSA Group continued to improve and replicate incentive tools aimed at improving labour productivity. For example, a number of subsidiaries developed regulations on incentives for high-performing employees and incentives for performing work for an external client.

GRI 202-1

The ratio of the minimum wage of employees in the ALROSA Group and the minimum wages in the regions of Russia² in 2025



NON-FINANCIAL MOTIVATION

In addition to financial motivation, ALROSA has a non-financial motivation system in place.

As part of the annual ALROSA Recognition Award, the Company awards the best employees for their high professionalism and special merits. In the reporting year, more than 4.2 thousand employees applied for the award, of which 66 employees from 18 divisions and enterprises of ALROSA Group made it to the final.

Professional skills competitions are held regularly at the Company’s enterprises, where the best employees from different divisions demonstrate their skills and exchange experience. For instance, the “Best in Profession” Championship is held annually, featuring employees from two age categories: those under 35 and those over 35. Thanks to this approach, veterans can share their accumulated experience, and young people can share their modern views and innovations. In 2025 80 employees took part in the champi-

onship, the best of them were awarded honorary titles and valuable prizes.

The Company has a long-service incentive system. At the end of 2025, more than 2.6 thousand employees had more than 25 years of experience and were holders of the title “PJSC ALROSA Veteran” or “ALROSA Group Veteran”. When awarded the title, the employee receives a cash bonus, which is paid for the next five years of work, as well as a certificate and badge, and a free voucher for medical treatment or recreation.

¹ The payroll fund is determined in accordance with the instructions on completing statistical reporting form No. P-4 “Information on Headcount and Labour Pay”.
² For the calculation, the minimum wage rate is used, taking into account the regulatory values of regional coefficients and the northern allowances, which are in effect in the respective divisions.
³ Particularly important assignments mean work outside the scope of the employee’s job duties; employees perform additional work above the standard requirements at their own initiative. Applies to managers, specialists, administrative staff and workers.



WHAT ALROSA IS PROUD OF

ALROSA.FORCE

The ALROSA.Force rating system enables young professionals to track their achievements and showcase their potential. The rating is formed in three areas: scientific, professional and social activities. The leaders of the rating are awarded certificates of honour and receive the opportunity to study under soft competency programmes.

In 2025 to promote the institution of mentoring, a rating of mentors was introduced on the platform to determine the best mentors with the largest number of assigned mentees. Such employees are awarded with branded products of the Company.

> 5,900

participants
from among young
professionals, students and
schoolchildren

92

mentors
are registered
on the platform

IDEA FACTORY

Under the [Idea Factory](#) programme, ALROSA involves employees in creating innovative solutions and improving production processes. An employee submits his/her idea through the system for consideration by the expert council that makes a decision on implementation. In the event of a positive decision, the expert council appoints the executor. The authors are paid bonuses for the ideas approved and implemented.

Proposals are accepted in such areas as repairs and maintenance, core and auxiliary production, automation, digitalisation, industrial safety, occupational safety, environment, and HR. They can be submitted both through special boxes installed at enterprises and in electronic form. The web form for accepting ideas is available in the Russian and Yakut languages.

In 2025 employees submitted more than 9.7 thousand innovative ideas, of which more than 7.5 thousand were implemented in the same year. In total, about 2.5 thousand employees submitted at least one idea in the reporting year.

> RUB 997 million

**economic effect
of implementing solutions
proposed by employees
through the Idea Factory
in 2025**



WHAT ALROSA IS PROUD OF

ALROSA POWER

For employees over 35 years old, the ALROSA Power achievement rating is in place. It covers four areas: professional development, intellectual development, social development and contribution to the development of society, sports achievements. Participants upload information on their achievements to the platform and receive points. At the end of the year, the leaders in each area with the most points are determined. Winners have the opportunity to undergo an individual development programme and are awarded certificates of honour.

In 2025 as part of the programme, a series of intellectual games "Razumovsky Quiz" was held at sites in Mirny, Udachny, Aikhal, Lensk and Novosibirsk. 42 teams (336 people) participated in the quiz.

In addition, at the Orlenok children's health camp, the Company organised a family retreat in the form of a quest with an entertainment part, contests, games and a flash mob. Thirteen families from Mirny participated in the event. After the quest, each team received commemorative souvenirs.

In the future, as part of the programme, the Company plans to organise events involving both young specialists and employees over 35 years old, where representatives of different generations can exchange experience and build partnerships.

464

employees
were registered on the rating
platform (+32% vs 2024)



Social support and partnership

The Company implements corporate social programmes aimed at improving the health of employees, supporting their cultural and sports life and improving housing conditions, which increases the level of well-being of employees and their families. The Company’s social benefits package includes benefits and compensations in excess of statutory requirements.

RUB 96,000
average expenses under social programmes per employee

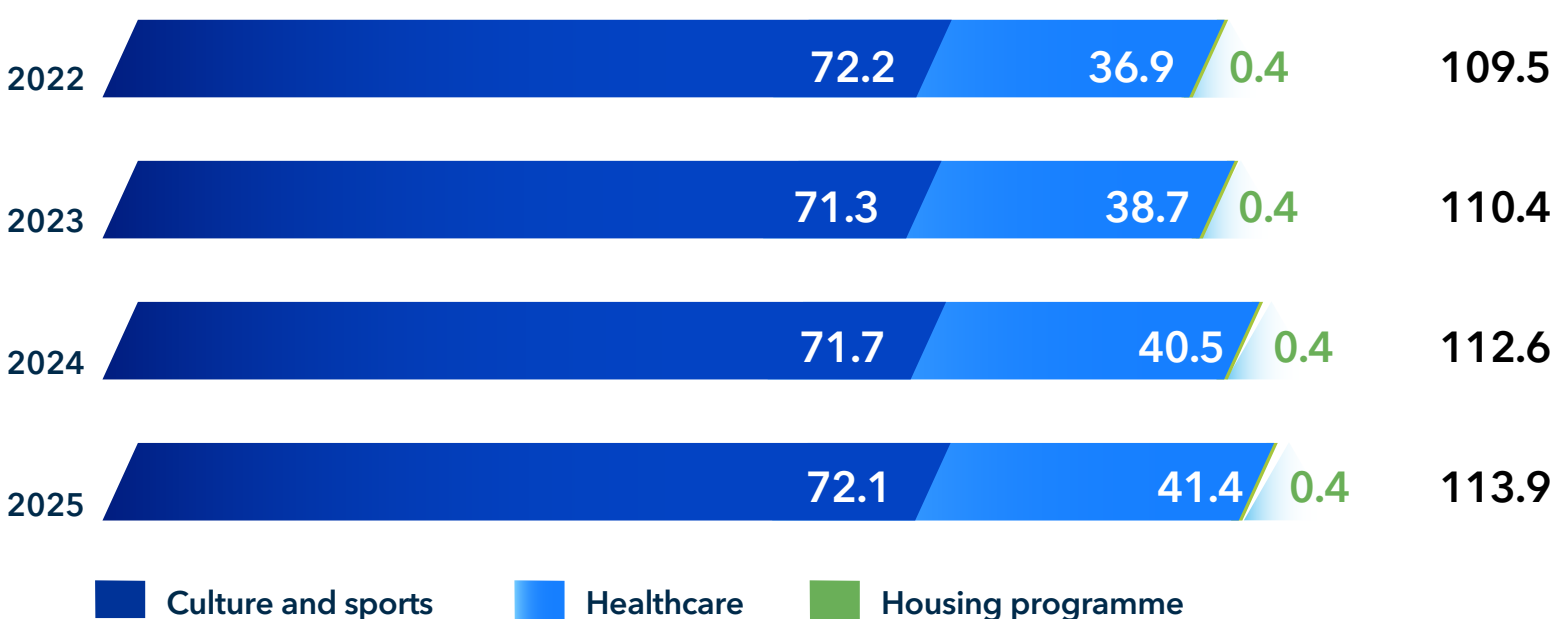
In 2025 ALROSA spent RUB 3.2 billion on social programmes, thus maintaining the amount of financing at the level of the previous year.

PBCS 28

Expenses related to social programmes for employees, RUB billion



Number of beneficiaries of social programmes, thousand people



SUPPORT FOR FAMILIES AND PARENTS

ALROSA strives to ensure comfortable working conditions that allow employees to combine professional development and family life.

The Company supports employees’ families in purchasing housing under the corporate housing programme. Employees with five or more children are eligible for partial interest rate compensation on mortgage loans. The Company also provides for partial compensation of rental expenses for young specialists with a family — 144 employees received compensation in 2025.

In addition, ALROSA co-finances the municipal programme of the Mirninsky District “Housing for Young Families”. ALROSA’s participation in this programme made it possible to significantly increase the number of young families that improved their living conditions. In 2025 thanks to the programme, 37 young families, including 18 families of Group employees, received social benefits for the purchase of housing or construction of a house. In the reporting year, the Company spent RUB 34 million on the implementation of the programme, which is 45% of total financing.

The Company provides financial support to employees with families in various life situations. For instance, ALROSA provides financial assistance to employees upon the birth of a child, makes supplementary payments to maternity leave and parental leave benefits for employees with children up to three years old, and partially

reimburses preschool education fees for multi-child families.

ALROSA provides employees’ families with access to a wide range of health support programmes: Voluntary medical insurance, screening medical examinations (including cancer screening), medical check-up, high-tech medical care, psychological support. In addition, women are provided with reproductive health assessment, a special check-up and a healthcare programme in a corporate sanatorium. In 2025 these programmes covered more than 3,000 women.

Health improvement programmes are also in place for employees’ children: recreation is organised for them at the Orlenok children’s health camp in the Mirninsky District. In 2025 more than 570 children spent their holidays at the camp.

In addition, family sports retreats are held at the children’s camp every year. In 2025 such an event attended by about 100 participants was held in a quest format, in which 13 families demonstrated their sports and intellectual skills.

Sports and entertainment events for employees’ families are also organised in the Company’s cultural and sports complex. In 2025 this venue hosted a sports celebration for International Children’s Day, a Baby Run, the summer Holi Colour Festival, and a Foam Party. The events were attended by more than 1.2 thousand people.

With the support of the ALROSA Medical Centre, Mirny holds an annual forum festival for future parents “Mirny MaMalysh”. In 2025 participants — Company employees and town residents — received advice from neonatologists, developed useful parenting skills at master classes and took part in family competitions.



WHAT ALROSA IS PROUD OF

AWARD IN THE ALL-RUSSIAN RSPD COMPETITION FOR FAMILY AND PARENTHOOD SUPPORT

ALROSA was among the winners of the All-Russian RSPD competition “Business Flagships: Dynamics, Responsibility, Sustainability — 2025” in the category “For Supporting Employees with Family Responsibilities, Families and Children, Improving the Demographic Situation”.

The Company’s comprehensive social policy was recognised for its broad scope, including improvement of housing conditions, financial assistance, wellness programmes, children’s recreation and family leisure, alongside support for healthcare, education and career counselling, as well as development of culture and sports.

The implemented programmes help ALROSA employees and residents of the regions of presence to receive high-quality medical care, stay at sanatoriums, spend leisure time with families, and improve the affordability of housing — all this contributes to strengthening the institution of the family and increases the attractiveness of work in the Company and life in these regions.

ALROSA LABOUR DYNASTIES

One of the main assets of ALROSA is labour dynasties – employees’ families in which the Company’s experience, skills and values are passed on from generation to generation.

In recognition of the outstanding achievements of labour dynasties, ALROSA has been naming unique diamonds mined by the Company after their surnames for several years.

To preserve this legacy and share stories of unique families, the Company runs the ALROSA Dynasties project, under which employees share their family histories, interesting facts from the lives of different generations, and secrets of professional mastery. Labour dynasties’ stories are posted on the project website and on the Company’s social networks.





In the reporting year, the Company developed a programme for a comprehensive system of support and adaptation measures for PJSC ALROSA employees who participated in the special military operation and their family members. The programme is aimed at social, psychological and professional reintegration of employees who participated in the special military operation, maintaining their physical and psychological well-being and improvement of the quality of life of their families.

GRI 403-6

HEALTHCARE

ALROSA implements a set of measures to improve the health of employees and their families: increases the availability of medical services, takes measures to prevent diseases, organises health resort treatment and helps to form a healthy lifestyle.

The Health programme is available to employees and their families, which includes voluntary health insurance (VHI) and express check-ups. The programme is implemented with the participation of the ALROSA Medical Centre and leading medical and scientific medical institutions under voluntary health insurance agreements. In 2025 programme expenses rose by 7% to RUB 599.3 million. In 2025 92.9% of employees were covered by the voluntary health insurance programme, and the total number of insured people, including family members of ALROSA employees and pensioners, exceeded 41 thousand people.

The Company implements its 2026 Corporate Healthcare Development Strategy, which defines the key areas of work of the Medical Centre. In 2025 as part of the Strategy, preventive medical examinations of ALROSA Group employees, check-ups, and health school sessions were

conducted. As a result of implementing the Strategy, the infrastructure of health centres at northern sites was improved in terms of upgrading the material and technical resources (95 units of medical devices and over 300 units of medical equipment were purchased) and an increase in the headcount of medical staff.

In addition, since 2023, the Medical Centre, together with the Mirny Central District Hospital, has been organising workplace visits to facilitate health checkups, making it more accessible for employees to undergo examinations. Due to the wide scope of medical check-up, the number of employees who have to travel outside the region for treatment in federal clinics is reduced annually. Medical check-ups consist of two stages: diagnostic tests and expert consultations (in 2025, 1,558 people completed the first stage, 1,442 people completed the second stage).

In 2025 at the initiative of ALROSA, research work was carried out to analyse the state of health, biological age and adaptation potential of the working population of the North based on the example of the Company’s employees in Mirny. The research identified the main risk factors for chronic non-contagious diseases, including those related to working conditions and climate in the Far North. Based on the results of the research, ALROSA adjusted screening and health programmes, and took into account recommendations on meals for employees and working conditions.

Along with supporting the physical health of employees, ALROSA also takes care of their mental well-being. For example, in 2025 the Company assessed the mental health of more than 1,000 employees, which made it possible to determine the level of professional stress and its key factors and to develop respective support measures. Employees also have access

Expenses under the voluntary health insurance programme and expenses related to employee treatment in medical institutions, RUB million



Expenses for the Culture and Sports Programme, RUB million



to 24/7 psychological support under voluntary health insurance and the Well-Being Territory programmes: in 2025, more than 170 employees received more than 1.7 thousand consultations.

In addition, the Company has a health and recreation programme for employees and their children. For example, the Medical Centre provides health resort treatment at its own health resort “Gornyak” (Miner). In 2025 the year of professional longevity declared by ALROSA, treatment at the “Gornyak” health resort became even more affordable: a 14-day course of treatment for employees cost only RUB 100. 982 people were treated under this programme.

PBCS 76

> RUB 1.2 billion total expenses on employee health support programmes in 2025



WHAT ALROSA IS PROUD OF

EXPRESS EXAMINATIONS FOR EMPLOYEES

The ALROSA Medical Centre conducts free comprehensive screening examinations for Company employees twice a year. Checkups are held in two stages: diagnostics and lab tests

for employees, followed by specialist consultations with invited doctors. Employees who frequently fall ill or have not undergone medical examinations for a long time are given priority for screening.

1,200 employees were examined for free

WELL-BEING TERRITORY

Since 2024, the ALROSA Medical Centre has been developing a large-scale Well-Being Territory project aimed at helping employees of diamond mining enterprises in Yakutia to form a conscious and healthy lifestyle. The project covers a number of areas, such as healthy eating, weight control, education and awareness. Significant attention is paid to risk prevention, including abandoning bad habits.

The programme is implemented on the basis of a mobile application, where employees receive information on maintaining health and tools to extend their professional longevity and consult with specialists. For active use of the application, participants receive points that can be exchanged for prizes.

According to the survey results, more than 700 programme participants (45.4%) noted that they were able to focus on improving their own health and maintain increased physical activity for more than six months. This indicator reflects the programme’s effectiveness in both instilling and maintaining healthy habits.

1,086 employees took part in the programme

In addition, together with the Profalmaz trade union, the Company implements the Health Resort Treatment and Recreation Programme, which provides employees with a wide range of health resorts for annual recreation and treatment. As part of this programme, employees, their family members and pensioners receive discounted vouchers to local and remote health resorts. In 2025 7.5 thousand people participated in the health resort treatment and recreation programme.

CULTURE AND SPORTS

The Company promotes an active lifestyle among employees and their family members and develops the leisure environment through the Culture and Sports Programme. The Culture and Sports Complex (CSC) that coordinates activities of more than 300 sports clubs and creative groups is in charge of organising relevant events. Activities are performed in seven creative areas and 26 sports. In addition, ALROSA operates more than 20 of its own cultural and sports facilities in the cities of presence.

ALROSA employees who are members of the Profalmaz trade union attend sports clubs and hobby groups for free. Discounted rates for activities are also provided for children (RUB 100 per month), pensioners and veterans (RUB 150 per month) of the Mirninsky District.

In 2025 the Culture and Sports Complex organised more than 1.5 thousand sports and cultural events, for which the Company allocated RUB 102.4 million. ALROSA Group’s expenditures on the Culture and Sport programme, including the maintenance of social infrastructure facilities, clubs and groups, totalled RUB 1.9 billion.

HOUSING PROGRAMME

The housing programme aimed at improving living conditions is available to ALROSA employees. The initiative facilitates the purchase of flats, along with offering mortgage loans at reduced interest rates and providing partial reimbursement for the interest payments on these loans. Participation in the programme is open to employees in high-demand professions, including highly skilled workers and engineers, as well as young professionals and multi-child employees raising five or more children.

In the reporting year, the Company improved the conditions of the programme for employees in the Far North: it increased the standard area from 15 m² to 18 m² for each family member, and for young professionals, the Company relaxed the criteria for housing assistance eligibility.

In 2025 the housing programme expenses decreased by 18% and amounted to RUB 52 million, which is due to the overall reduction in housing purchases by employees. In total, 437 people received reimbursement.

In addition, ALROSA provides housing to invited and young specialists from the corporate housing fund. Residential premises are owned by the Company and provided to employees under a lease contract for the period of their employment relations — 594 such contracts were in effect at the end of 2025.

The Company also provides a housing allowance for invited highly qualified specialists. In 2025 267 employees received the allowance, and the amount of financing in this area totalled RUB 75.5 million.

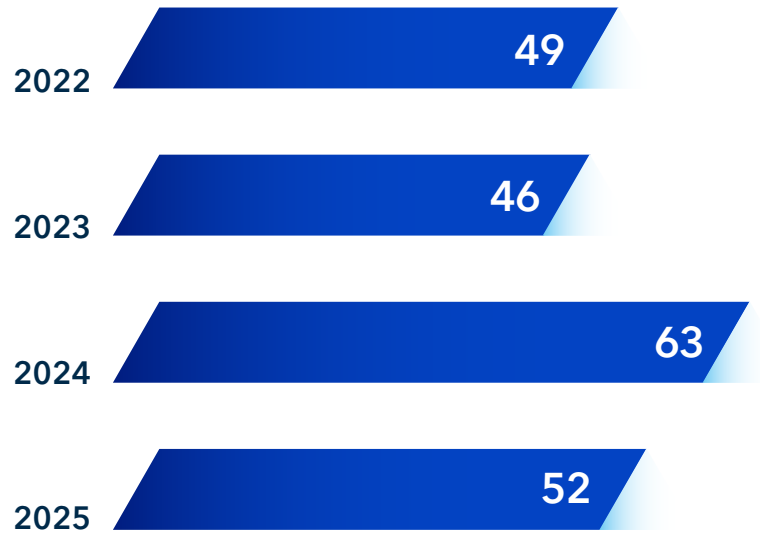
PBCS 88

PENSION PROGRAMME

For many years, ALROSA has been implementing a corporate programme of non-state pension support for employees. On an annual basis, the Company makes parity contributions to the non-state pension fund JSC Non-State Pension Fund GAZFOND Pensions. In 2025, RUB 817 million were allocated to the fund.

PBCS 84

Housing programme expenses, RUB mln



Expenses for the Culture and Sports Programme, RUB million



Corporate pension plan expenses, RUB million



WHAT ALROSA IS PROUD OF

CONSTRUCTION OF A RESIDENTIAL BUILDING IN MIRNY WITH ALROSA’S ASSISTANCE

With the assistance of ALROSA, the construction of a 92-flat residential building in Mirny began. For employees wishing to participate in co-financed housing projects, the Company provides corporate support in the form of a full reimbursement of interest paid on mortgage loans.

CONSTRUCTION OF THE FIRST RENTAL RESIDENTIAL BUILDING IN MIRNY, WITH THE SUPPORT OF ALROSA

The first rental residential building will be built in Mirny by the end of 2026 with the assistance of ALROSA. The building will be erected as part of the “Affordable Rental Housing in the Far Eastern Federal District” (FEFD) programme, which was launched following the instructions of the President of Russia on the construction of rental housing in the FEFD to provide flats to certain categories of citizens, including young specialists.

This project will be unique: the 16-floor building with 158 flats, built in permanent conditions, will be the highest in Mirny. All flats will be fully prepared for accommodation — renovated, furnished and equipped with household appliances.

At the same time, under the programme, most of the lease payments of residents will be subsidised from the federal and republican budgets.

The implementation of the project will make it possible to provide ALROSA employees with modern quality housing at a price significantly lower than the market price. It is also expected that the project will reduce the Company’s costs for allowances to invited specialists related to reimbursement of their rental expenses.





Training and development

GRI 3-3
GRI 404-2
GRI 14.8.3
GRI 14.17.1
GRI 14.17.8

ALROSA offers its employees high-quality and modern training and professional development programmes. [ALROSA Corporate University develops](#) educational programmes, organises and conducts training in accordance with legislative requirements, business needs and current market trends. To monitor the effectiveness of training, the Corporate University conducts employee assessment and certification.

ALROSA places high value on preserving accumulated industry expertise and sharing this experience among employees. To this end, the Company is developing an internal coaching institution where employees recognised as experts in their fields with many years of experience at ALROSA share their professional knowledge with colleagues. Future trainers undergo training and master training methods, and the Corporate University provides them with full methodological support—from creating programmes to collecting and analysing feedback. In 2025, 40 employees joined the corps of internal trainers, and the share of training events on personnel development conducted by internal trainers increased to 34% (19% in 2024).

To maintain a high level of training, ALROSA places emphasis on developing trainers’ competencies. For example, in 2025, the Corporate University held the first methodological meet-up for full-time trainers, where participants exchanged experience and mastered modern training tools for the adult audience and the principles of using AI and developing online training courses.

LEARNING AND DEVELOPMENT PROGRAMMES

ALROSA is constantly expanding the list of educational programmes, adapting them to the needs of business and personnel. The Company offers employees training in various formats: internal and external, offline and online, individual and group, and with or without release from work.

In the reporting year, 466 internal training programmes were available at the Company¹, many of which are implemented in a hybrid format, which allows employees to adapt the training process to their needs. In addition, employees can take internal and external training courses: in 2025, 1,983 courses were available to them.

In 2025 the Corporate University continued to develop the training system in the following priority areas:

- development of practice-oriented training: the infrastructure of training grounds was expanded; new programmes were launched;
- development of new programmes and e-courses: 19 new programmes and 52 e-courses were created;
- development and implementation of digital skills development programmes: more than 1.5 thousand people took thematic courses;

- organisation of team and strategic sessions: 17 team and 7 strategic sessions;
- centralisation and expansion of OHS training programmes: training of employees of one subsidiary was transferred to the Corporate University, OHS training programmes and matrices were developed.

ALROSA engages employees in the sustainability agenda by organising training and events on this topic. For example, the following initiatives were implemented in 2025:

- launch of e-learning courses on sustainable development and human rights, which were successfully completed by 3,149 and 3,495 employees, respectively;
- annual conference “ALROSA Energy: Sustainable Development, Efficiency and Safety” attended by 85 employees;
- The organisation of the forum “Future is Now! Young People’s Ideas Is the Fuel for Development” on the subject “ALROSA’s Sustainable Development”, where 47 young specialists presented their projects, learned about the success stories of the Company’s top executives, and engaged in dialogue with them in an open and equal format.

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on personnel development
conducted by internal
trainers increased

1,983
training courses
were available
to employees



WHAT ALROSA IS PROUD OF

ALROSA DIAMOND STANDARDS

In 2025 the Company updated ALROSA Diamond Standards, a set of guidelines for all employees, including an updated competency model, a set of management practices and memos for mentors and managers. The main goal of the standards is to create a single “management code” that will allow thousands of ALROSA employees from different areas to speak the same language of leadership, efficiency and development.

Unlike the first version of 2019, the new version focuses on practical aspects: how to better solve business tasks, build relationships in a team, provide feedback, hold effective meetings, etc.



¹ A training programme is an approved set of educational and methodological materials that determines the main characteristics of the training process (a list of topics/disciplines, their labour intensity, content, planned results), aimed at comprehensive development by an employee of a new profession, qualifications, management and other competencies.

PROFESSIONAL TRAINING OF WORKERS

In 2025 ALROSA continued the systematic development of practice-oriented training for working professions. For example, the Company put into operation new training grounds in Mirny and Aikhal for practicing the skills of working in confined and enclosed spaces, and launched demonstration exams on these types of work. In addition, the Company launched a number of new training programmes to eliminate staff shortages and quickly close vacancies.

Training in functional and practical skills in 2025

NAME	DESCRIPTION
Training of electrotechnical personnel	The Corporate University launched an electrotechnical class designed for practical training of electrotechnical personnel. Previously, training took place only in production conditions, while now it is held in a specialised training class
Development of practical skills for safe performance of work	When receiving a permit for hazardous types of work (at height and in confined spaces), employees take an open demonstration exam before the expert commission. The exam is held at training grounds in Mirny and Aikhal. In addition, training in these areas takes place in practical training classes in Udachny, Lensk and Nakyn
Training of vehicle drivers	In 2025 on the basis of the Corporate University in Mirny, a project was developed to train truck and passenger vehicle drivers (categories C, CE, D ¹). Draft training programmes were also developed, the preparation of classes for theoretical training began, and the list of necessary materials and equipment for procurement was approved. The new project will make it possible to solve the problem of shortage of such drivers in the Company and make up for the lack of relevant educational services on the market of the Mirninsky District
Training in the professions of fitter and instrumentation and automation technician	Training was launched in a new training classroom to prepare qualified specialists in the professions of fitter and instrumentation and automation technician

GRI 404-2

In addition, ALROSA organises free retraining for redundant employees whose current professions are no longer relevant. The training takes place at the Corporate University and is aimed at mastering related and similar professions. This approach makes it possible to improve labour efficiency and retain specialists in the Company, reduces recruitment costs and solves the problem of the shortage of skilled workers. In total, 998 people received training in 2025.

EMPLOYEE DEVELOPMENT PROGRAMMES

In order to develop professional and personal competencies, ALROSA implements a variety of corporate development programmes: employees master modern management tools, develop leadership and management qualities in accordance with the Company's model of corporate competencies and strategic priorities. Such programmes are attended by specialists and managers of various levels.

The Company updates the content of corporate development programmes on an annual basis. So, in 2025, the programmes were updated taking into account the new ALROSA Diamond Standards.

Management and leadership development programmes in 2025

NAME	DESCRIPTION	NUMBER OF PARTICIPANTS AND TRAINING COURSES
ALROSA Assets	The programme for line managers teaches effective business process building, develops a systematic and cost-focused mindset. It is conducted in the form of business games and training courses	126 employees 4 modules
ALROSA Legacy	The programme for low-level managers develops their management competencies and personal performance. Employees practice management skills and work standards through various thematic training courses and the Market Leader business simulation game	98 employees 8 modules
PRO Leaders	The programme for top managers is aimed at developing leadership competencies and includes aspects of not only individual, but also team leadership	72 people 8 modules
ALROSA Potential	The programme for young specialists with high potential, develops leadership competencies and stimulates scientific, technical, inventive and innovation activities. Participants undergo comprehensive training in management, finance, communication and production processes, and develop engineering projects to address the Company's current business objectives	25 employees 7 training courses



¹ Category C vehicles – trucks, category CE – trucks with a trailer, category D – buses for passenger transportation (with eight or more seats).



GRI 404-1 GRI 14.17.7 GRI 14.21.4 PBCS 31 PBCS 32



WHAT ALROSA IS PROUD OF

TALENT POOL PROGRAMMES

ALROSA's succession system covers three management levels:

- TOP-25 — managers directly subordinate to the CEO
- TOP-100 — key positions in structural divisions (introduced in 2025)
- local succession — key positions in assets

Candidates are evaluated based on their achievements and competencies, guiding the HR committee in their decision-making. An individual development plan (IDP) is developed for employees included in the talent pool — in 2025, an electronic course was launched to help such employees in preparing the IDP.

The TOP-100 level participants are supported by mentors and development navigators coordinating the programme in assets. Special courses were developed for mentors and navigators in 2025.

Three development programmes have also been designed for talent pool members, targeting short-, medium-, and long-term position succession. 104 talent pool members received training in 2025.

In 2025 the security of key positions was 93% at the TOP-25 level, 100% at the TOP-100 level and 84% at the local succession level.

22

talent pool members
at the TOP-25 level, of which 8 new successors were approved

180

talent pool members
at the TOP-100 level

146

talent pool members
at the local succession level, of which 26 new successors were approved

RESULTS OF EMPLOYEE TRAINING IN 2025

In the reporting year, 74% of ALROSA Group employees completed training programmes, a 3 p.p. increase compared to 2024. In total, the Company invested RUB 464 million in training, which is 12% less than in the previous period. The reduction in afunding is due to the transfer of programmes to internal training and the development of in-house e-courses.

In 2025:

74%

employees completed training programmes

43

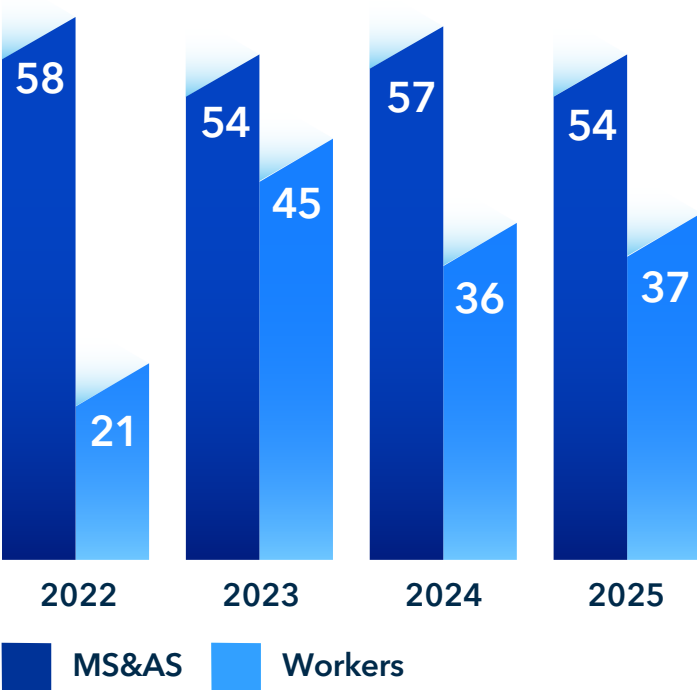
hours average number of hours of training per employee

RUB 464

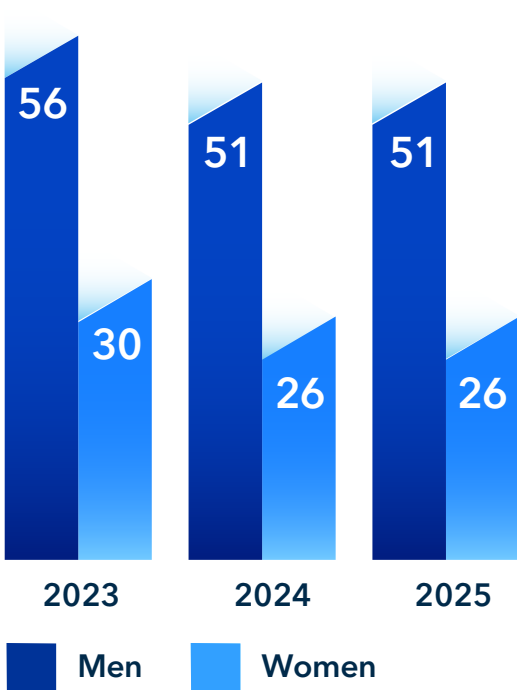
million the Company invested in training

Average number of hours of training per employee at ALROSA Group¹, h.

BY EMPLOYEE CATEGORY



BY GENDER

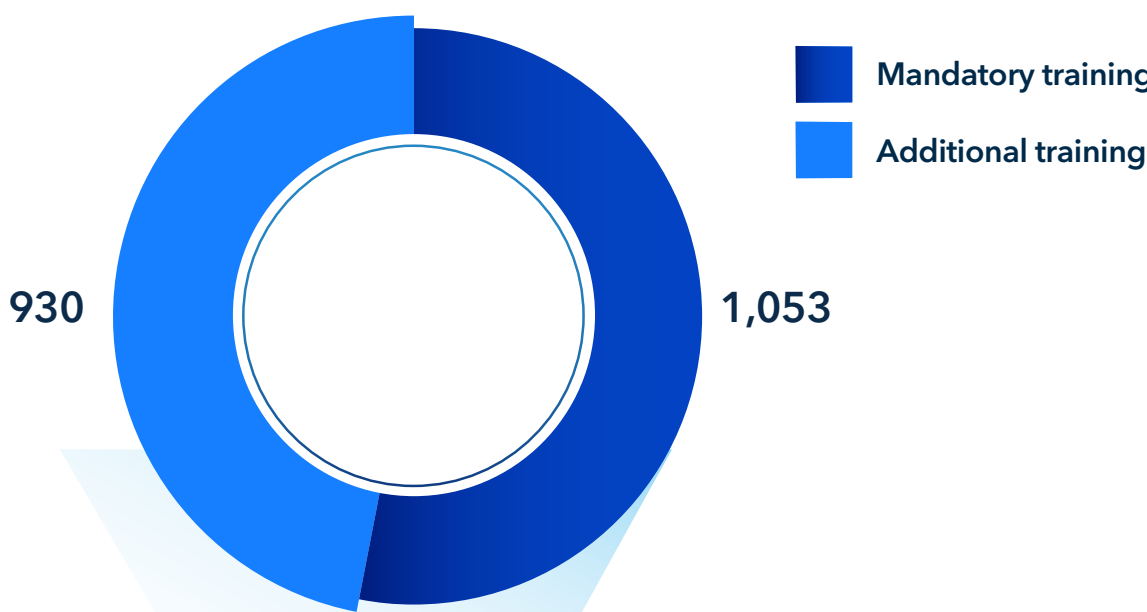


In 2025 the Company continued to transfer employees to internal training programmes and develop its own training courses to replace external programmes. In particular, eight programmes (five mandatory and three development programmes) were transferred to internal training. The total number of internal

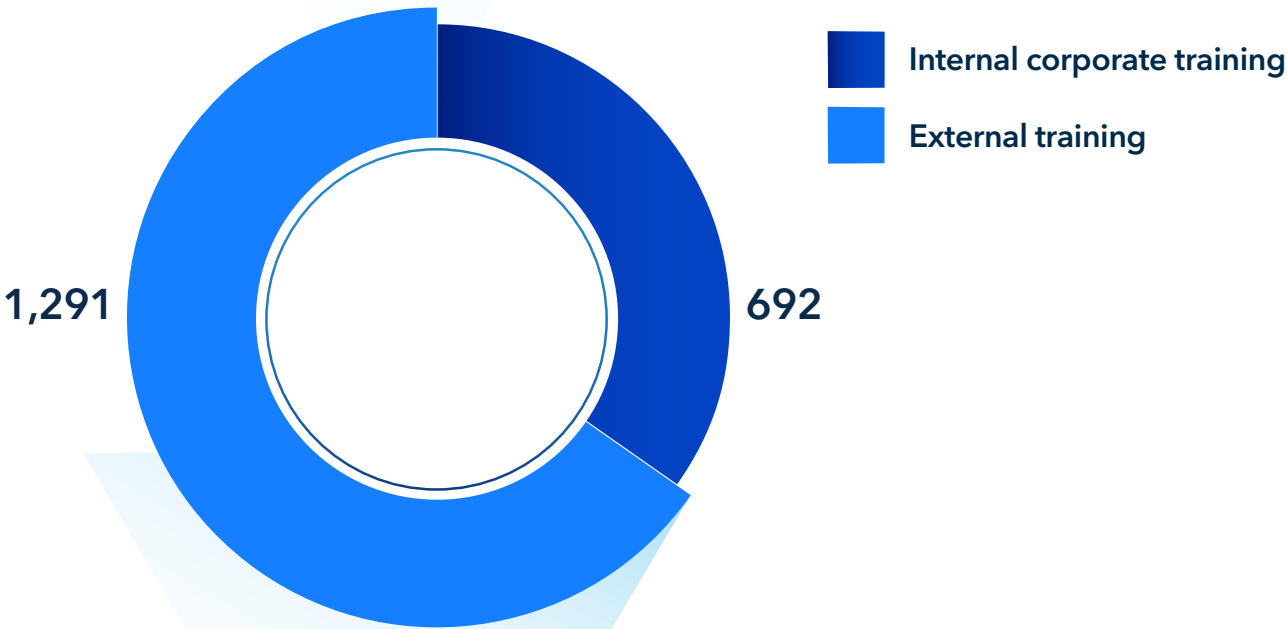
training courses increased by 13% to 692. The number of external courses also increased in the reporting year to 1,291.

ALROSA is actively expanding additional training programmes: in 2025 their number increased by 20% and reached 930.

Mandatory and additional courses in 2025, units



Internal and external courses in 2025, units



¹ The denominator uses the headcount at the end of the year. The average number of training hours per employee (per year) by gender is disclosed only for 2023, 2024 and 2025 due to the lack of accounting for the total number of training hours by gender in previous periods.



WHAT ALROSA IS PROUD OF

START IN LIFE 2.0 PROGRAMME

In 2025 ALROSA continued to implement the Start in Life 2.0 sectoral programme that helps employees working on a rotational schedule to get a working profession at a university without discontinuing their work. The project is aimed at creating a system of employer-sponsored education, training and retraining of specialists at industrial enterprises of the Republic of Sakha (Yakutia), to increase the percentage of local people having necessary professional competencies. The programme participants

include the North-Eastern Federal University named after M. K. Ammosov, Irkutsk National Research Technical University, National Research Tomsk Polytechnic University, Siberian Federal University, secondary vocational education institutions of the Republic of Sakha (Yakutia) and the Russian Federation.

In the reporting year, 45 Company employees mastered new professions under the programme. The programme has been extended until 2027.



PERSONNEL ASSESSMENT

The ALROSA personnel assessment system covers specialists, administrative staff and managers, including senior management. The Company assesses employees when transferring them to another position and selecting them for corporate development programmes. When assessing employees, the Company tests their capabilities and interviews them using the corporate competency model, which was updated in the reporting year and included in the updated version of the ALROSA Diamond Standards.

GRI 404-3

In 2025 the Company continued to improve its assessment system and developed management assessment guidelines. Furthermore, the coverage of the annual assessment of employees using the 360 (180) degree method was expanded¹: in addition to employees of divisions of the head office in Moscow and Mirny, employees of the Information Security Centre were assessed. In total, this assessment covered 467 people.

¹ The 360-degree assessment method is a way to assess an employee's performance by interviewing his/her managers, subordinates and peers. The 180-degree assessment method is a way to assess performance by interviewing the employee and his/her managers.



Corporate volunteering

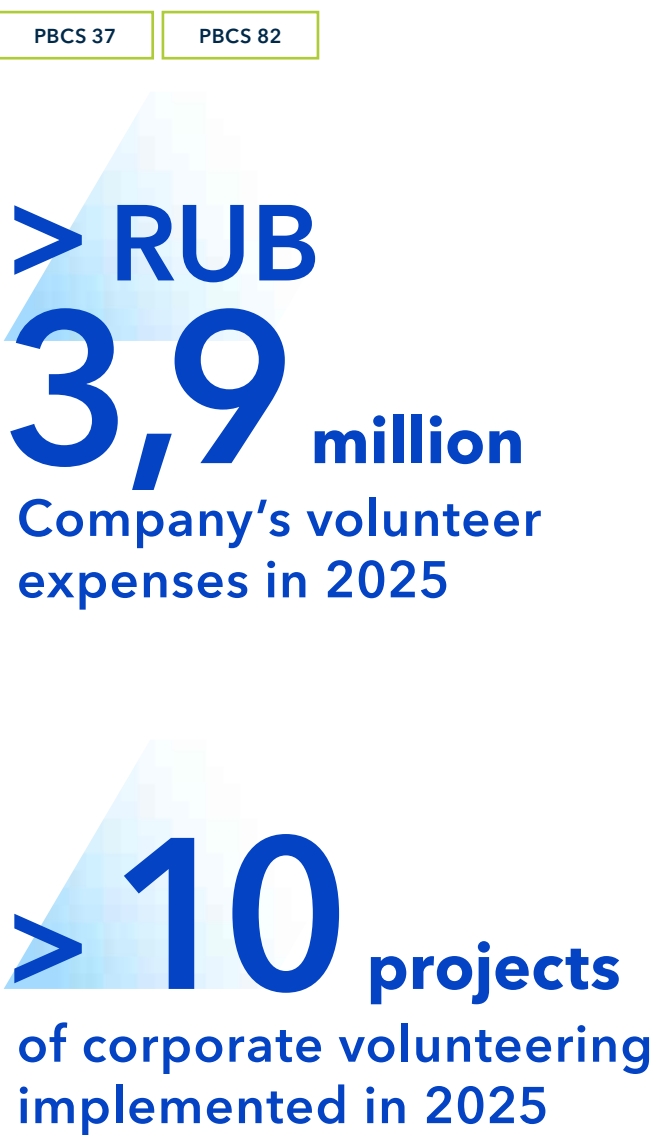
By developing corporate volunteering, ALROSA supports employees’ willingness to participate in socially significant activities. Volunteers help organise corporate events and participate in external charity events. In 2025 more than 210 employees of the Company participated in volunteer campaigns.

The ALROSA Nearby programme facilitates the organisation of the volunteer movement, as part of which the teams of ALROSA Group enterprises hold charity events in the regions of presence. The programme is based on the principles of targeted, prompt and personal participation of employees. In 2025 more than 50 activities were implemented under the programme.

In preparation for volunteer events, ALROSA holds networking meetings for volunteers, as well as preparatory sessions and team-building events. In 2025 five networking meetings were held with the participation of volunteers and young specialists.

The Company creates comfortable conditions for employees involved in volunteer events: organises meals and transport, provides the necessary equipment and corporate souvenirs. ALROSA rewards its employees with additional days off or awards and prizes for active volunteer participation.

The Environmental Centre is responsible for organising environmental volunteer events, which are a key component of ALROSA’s corporate volunteering programme. In 2025 more than 10 such events



were held with the participation of volunteers. The amount of financing exceeded RUB 3.8 million, and in 2026 it is planned to launch a large-scale corporate environmental challenge “ALROSA’s Green Thursday”. The event will help involve even more employees in environmental volunteering through the introduction of a system of points and rating.

Activities involving corporate volunteers in 2025

AREA	ACTIVITIES	AREA	ACTIVITIES
Support for vulnerable groups	• Organisation of the annual Mirny Legal Skiing Event, which raises funds for the treatment and rehabilitation of children with disabilities • Helping veterans and senior citizens clear snow from the grounds surrounding their homes • Organising a celebratory event at a nursing home for the elderly and disabled • Collection of stationery kits for children from low-income families for Knowledge Day	Family events	• Planning and moderating a family retreat for employees and their families
Environment	• Assistance to animals in the form of collecting items and accessories necessary for shelters, as well as repairing the water supply system • Organising clean-up days in summer with participants of the Profproby project • ALROSA Environmental Centre campaigns: recycling drives, greening projects, area cleanups, etc.	Career guidance	• Preparation of a career guidance shift for schoolchildren at the Orlenok children’s health camp • Organisation of the career guidance Arctic Forum in Yakutsk for students of universities and secondary specialised educational institutions
Sports	• Organising motocross competitions among residents of settlements • Organising sports clubs for interns of the Profproby project	Event volunteering	• Participation in organising Miner’s Day and Youth Day in Mirny, participation in Town Day celebrations
Medicine and healthy lifestyle	Participation of volunteers – employees of the ALROSA Medical Centre in more than 50 events: • donor campaigns, educational lectures and health schools, first aid workshops, etc.; • assistance in conducting medical check-ups at workplaces; • assistance to the Mirny Central District Hospital in organising preventive measures; • smoking cessation measures, etc.	Corporate events	• Preparation and holding of the Best in Profession Championship, the Khozaktiv Forum, Career Days, the ALROSA Recognition Award, quizzes, tournaments, etc.





WHAT ALROSA IS PROUD OF

STRATEGIC PARTNERSHIP AGREEMENT WITH THE NATIONAL COUNCIL FOR CORPORATE VOLUNTEERING

ALROSA and the National Council for Corporate Volunteering (NCCV) entered into a strategic partnership agreement aimed at systematic development and support of corporate volunteering in Russia. The partnership will make it possible to systematise and develop the Company's existing volunteer initiatives, as well as adopt the best Russian practices.

The parties will identify and scale the most successful volunteer programmes, and plan to organise joint projects and events to involve employees in volunteering. As part of the partnership, ALROSA will have access to methodological and consulting support from NCCV, and will also actively participate in key federal projects of the Council.



Women's leadership

The development of women's leadership is an integral part of ALROSA Group's HR strategy aimed at creating an inclusive environment. The Company expands opportunities for professional and personal growth of women: conducts communication campaigns to promote traditionally male professions among women, organises training in various areas, including working professions, and ensures equal access to development and mentoring programmes.

The result of systematic work in this area was the achievement of the target indicators of the 2029 Sustainability Programme: in the reporting year, the share of women in the total headcount increased to 32%, and in management positions—to 27%.

At ALROSA, women participate in an array of occupations, including working and engineering professions, such as dispatcher, welder, and surveyor.

For those who want to join the Company or change their profession, ALROSA Corporate University provides a wide range of training programmes, including those on working professions. Among women, the most popular training programmes are for the professions of machine operator, diamond concentrate cleaner, and precious product inspector. In total, more than 700 women received training in working professions in 2025.

The Company supports women in working professions and rewards their success in the special category "Women's Power" of the "ALROSA Recognition" award. It is awarded to the best employees for their professional skills and high performance.

20%

share of women
in the Executive
Committee

32%

share of women
in the Group's total
headcount (+1 p.p. vs 2024)

7%

share of women
in the Supervisory
Board

27%

share of women
in management
(+1 p.p. vs 2024)

Female employees are also supported and recognised as part of competitions organised by the Cultural and Sports Complex of ALROSA in cooperation with the trade union. In 2025 the "You Go, Girls!" competition (Women's Skills Competition) became a platform for demonstrating the professional and creative abilities of female employees. More than 50 female employees of ALROSA Group and other enterprises of the Mirninsky District participated in the competition, and the winners received valuable prizes.

At ALROSA, women are actively involved in the transfer of experience and expertise within the Company. In 2025 women accounted for about half of mentors (48%), reflecting a balanced gender distribution of roles in the mentoring system.



Next steps

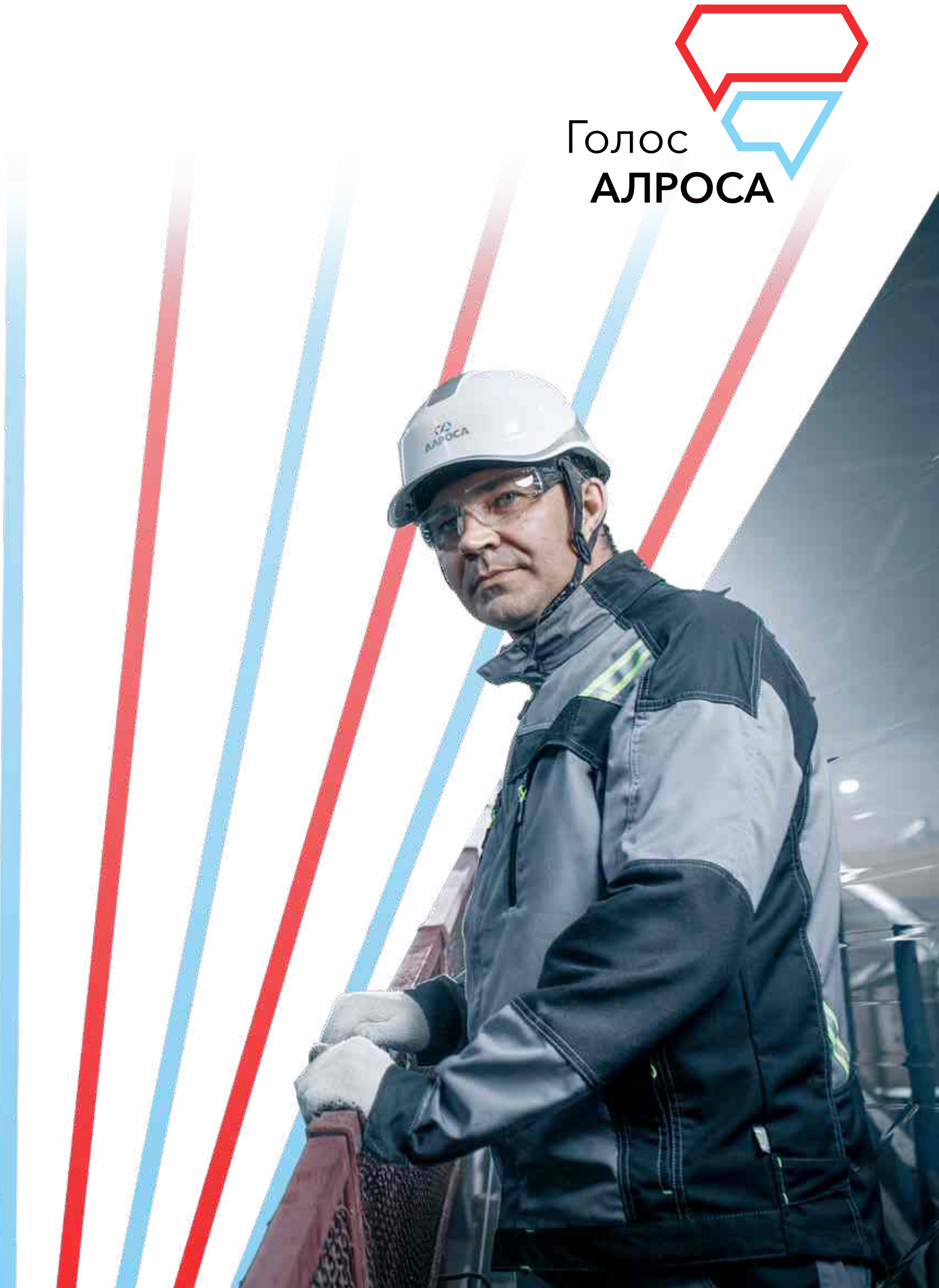
Plans under the new 2029 sustainability programme

P1 Developing a team of professionals and creating an inclusive working environment

TARGET	PLANS UNDER THE PROGRAMME
Maintaining a staff turnover rate of no more than 9% annually	Implementing measures to increase the attractiveness of the HR brand and improve working conditions
Ensuring that women account for at least 30% of the entire staff each year, and that at least 25% of those in management are women	- Continuing the efforts to promote working professions among women - Continuing to organise training for women in high-demand working professions
Keeping the representation of indigenous peoples in the total staff at no less than 13% on an annual basis	Supporting indigenous employment and creating jobs in the uluses where indigenous peoples live
Keeping the level of employee engagement and satisfaction at no less than 70%	Assessment of the level of employee engagement and satisfaction as part of the Voice of ALROSA project and implementing the planned improvement measures
Increasing funding for social support programmes for employees, their family members, young employees and retired employees on an annual basis	Development of corporate social programmes, expansion of employee coverage

P2 Development of professional skills and employee training

Achieving a share of employees trained (mandatory and additional programmes) of at least 90% of the total headcount by 2030 (with an annual increase in the indicator)	- Updating programmes and their transition to hybrid training - Implementation of a new platform to address onboarding of new employees, training and development of personnel
Achieving at least 50 hours of training on average per employee per year by 2030	- Continuing to implement corporate training programmes - Developing internal training courses based on the Corporate University and developing the internal trainer framework - Expanding the e-course portfolio



OCCUPATIONAL HEALTH AND SAFETY



CREATING SAFE
WORKING CONDITIONS
FOR EVERYONE,
WE SAVE LIVES
AND HEALTH

Approach to occupational health and safety management	97
Prevention of occupational injuries	104
Health protection and prevention of occupational diseases	108
Prevention of emergencies	109
Next steps	110



2025

HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

		TARGET	PERFORMANCE IN 2025	
The new Industrial Safety Policy was approved	HS1 Ensuring safe working conditions and eliminating fatalities and accidents	Ensuring zero fatalities among employees of ALROSA Group and employees of contractors at production sites	2 fatalities among employees ¹ (at the level of 2024)	
		Ensuring zero accidents at production sites	0 accidents and emergencies (at the level of 2024)	
		Reducing Lost Time Injury Frequency Rate (LTIFR) to 0.16 by 2030 (with an annual decrease of 10% starting in 2025)	0.211 ¹ for ALROSA Group (-11% vs 2024)	
		Reducing total Vehicle Accident Rate (VAR) to a maximum of 0.63 by 2030 (with an annual decrease of 0.03 points starting in 2025)	0.74 ² for ALROSA Group (-19% vs 2024)	
The Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements at PJSC ALROSA was approved	HS2 Reducing occupational disease rate	Ensuring annual decrease in occupational hazards affecting the employee occupational disease rate	As part of the scheduled special assessment of working conditions In 2025 the working condition class / subclass was improved at 45 workplaces	
An automated information system for issuing work permits was implemented				
A practice-oriented training system for safe performance of work was implemented	HS3 Improving the occupational health and safety management system	Ensuring Occupational Health and Safety Management Systems Certification of ALROSA Group subsidiaries	The certification of four subsidiaries is scheduled for 2027	
		Introduction of innovative technologies and digital tools (automation and digitalization) in the field of occupational health and safety	Implemented: - the Work Permit automated information system (WP AIS) - the Production Control automated information system (PC AIS) at the Udachny MPD - AI-powered video cameras at the Internatsionalny mine - electronic log of breaches - dashboard with analytics on breaches and incidents ALROSA launched a project to apply machine vision for monitoring the use of Personal Protective Equipment (PPE) at the Internatsionalny mine	

Completed

In progress

Not accomplished

¹ No fatalities among contract organisation employees have occurred over the past two years.

² The value of the total accident rate (VAR) is given according to the data recorded as at 31 December of the reporting year. Subsequently, based on the results of the investigation of the causes of the incidents, the number of accidents may be clarified, which will entail an adjustment of this indicator. Changes, if any, will be reflected in the next Sustainability Report.



WHY THIS MATTERS TO ALROSA

ALROSA's operations involve elevated risks to the lives and health of personnel. The Company engages leaders at all levels, employees, and all individuals present on its premises in the risk management process. To mitigate the likelihood of adverse outcomes, ALROSA implements best industry and global practices to enhance occupational health and safety, industrial and fire safety, as well as road traffic safety.

MATERIAL TOPICS

- Occupational health and safety
- Decent working conditions

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

Principle ②: Businesses should make sure that they are not complicit in human rights abuses

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Preservation of the population, strengthening health and improving the well-being of people, supporting families
- Comfortable and safe living environment

REGULATORY DOCUMENTS

INTERNAL

- [Industrial Safety Policy](#)¹
- Regulations on the Health and Safety Management System
- Regulations on the Occupational Safety Management System
- [Fundamental Safety Rules](#)¹
- Measures to Improve Occupational Safety in 2025–2026

¹ This document is only available in Russian.



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	Determination of principles and approaches to the organisation of the OHS management system
CEO — Chairman of the Executive Committee	- Approval of the Company's key OHS documents - Ensuring the functioning of OHS management system
Deputy Executive Director	Integration of OHS management systems with production processes and ensure stable system operation
OHS Committee under CEO (Central Committee)	- Approval of current and future plans for the development of OHS management systems - Consideration and approval of corporate occupational health and safety standards and measures to improve occupational health and safety management systems - Review and analysis of injuries, accidents and incidents - Review of violations of OHS laws that led to a negative outcome or had a significant risk of its occurrence - Analysis of the structural divisions' reports on progress in implementing the measures for improving the safety level - Setting occupational safety tasks for heads of the structural divisions
OHS Committee under the Executive Director	- Development of a programme to ensure safe working conditions and compliance with OHS requirements - Participation in the development of internal OHS regulations - Participation in monitoring working conditions at workplaces, as well as ensuring the correct use of personal and collective protective equipment by employees - Participation in the special assessment of working conditions in accordance with the legislation on special assessment of working conditions¹ - Participation in occupational risk assessment - Preparation and submission of proposals to address any OHS issues, based on an analysis of industrial safety status, working conditions, occupational health, work-related injuries, and occupational diseases - Participation in informing personnel about the state of industrial safety, working conditions and occupational health at workplaces, the existing risks of health injury, and employees' duties to comply with OHS requirements - Organisation and enhancement of a production control system for industrial safety, working conditions and occupational health at work sites, including the subsequent analysis of the causes of accidents, incidents, work-related injuries and occupational illnesses, and the formulation, on that basis, of specific proposals aimed at improving the protection of facilities and personnel from adverse occurrences
Occupational Safety Department	- Ensuring the functioning of OHS management systems, and mitigating the risk of emergencies, incidents, accidents, fires, and road traffic accidents at production facilities of the Company's structural divisions and its subsidiaries - Organisation and monitoring of compliance with OHS and road safety requirements - Ensuring that employees comply with OHS and fire safety requirements, as well as civil defence, emergency response and road safety measures - Coordination of efforts aimed at preventing incidents, emergencies, accidents, occupational diseases and poisonings, fires, and road traffic accidents - Continuous improvement of the occupational safety management system - Methodological support for the development and implementation of training programmes within the areas of the Department's activities
OHS Committees at enterprises	- Resolution of safety issues at production and administrative facilities - Analysis of statistical data on incidents and investigations, and development of measures to prevent similar occurrences - Continuous improvement of OHS systems at enterprises - Engagement of leaders at all levels in safety matters
Occupational Safety Services in structural divisions (workshops/sections)	- Ensuring the functioning of OHS management systems and mitigating the risk of emergencies, incidents, accidents, fires, and road traffic accidents - Organisation and monitoring of compliance with OHS and road safety requirements - Ensuring that employees comply with OHS and fire safety requirements, as well as civil defence, emergency response and road safety measures - Coordination of efforts aimed at preventing incidents, emergencies, accidents, occupational diseases and poisonings, fires, and road traffic accidents - Continuous improvement of the occupational safety management system - Methodological support for the development and implementation of training programmes related to their areas of activity

SUPERVISORY BOARD

CEO —
OF THE EXECUTIVE COMMITTEE

DEPUTY EXECUTIVE DIRECTOR

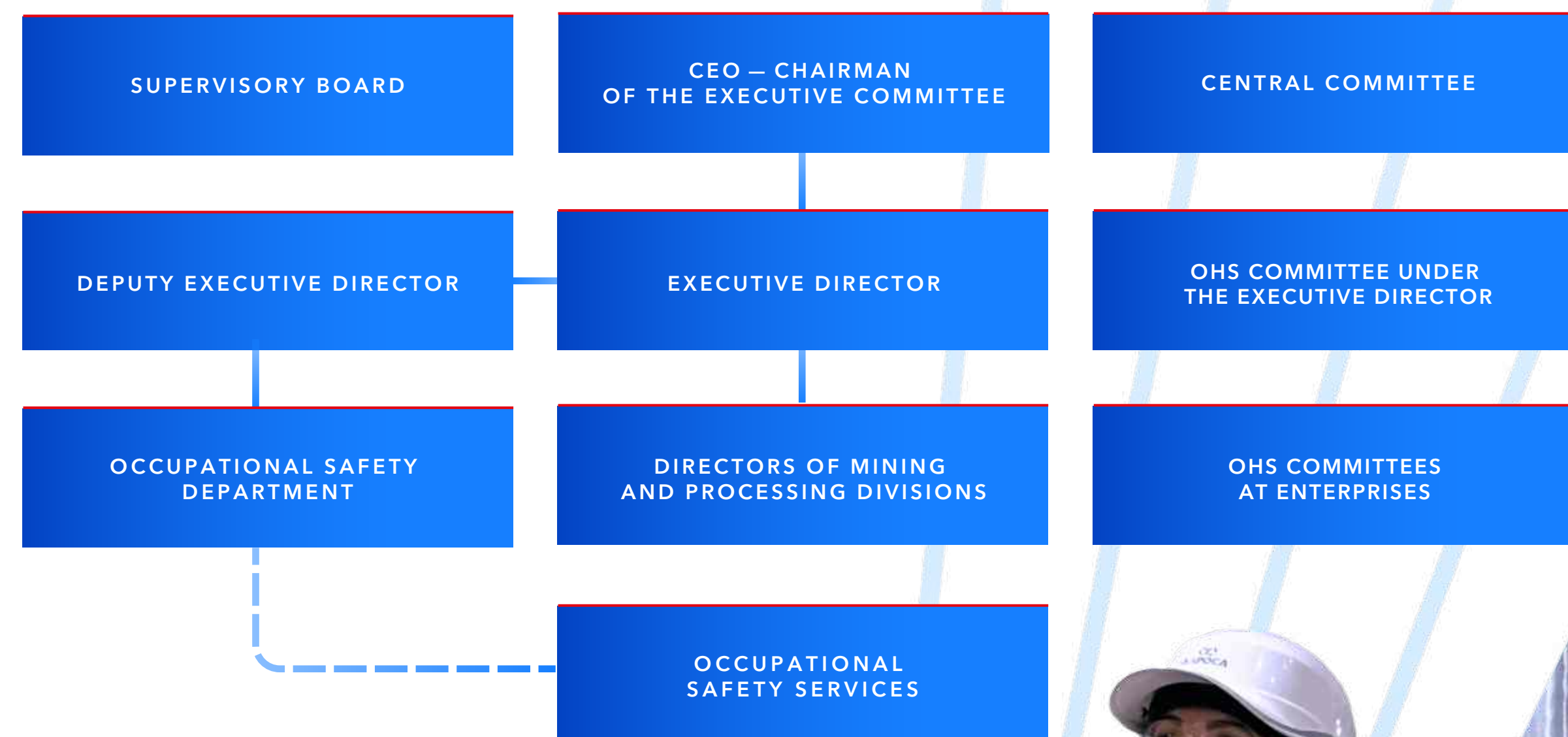
EXECUTIVE DIRECTOR

OCCUPATIONAL SAFETY
DEPARTMENT

DIRECTOR
AND PRODUCTION

OCCUPATIONAL
SAFETY SERVICES

ALLOCATION OF RESPONSIBILITY



¹ Federal Law of the Russian Federation No. 426 "On Special Assessment of Working Conditions" dated 28 December 2013 and other by-laws.



Approach to occupational health and safety management

GRI 3-3 GRI 403-1 GRI 403-8 GRI 14.16.1 GRI 14.16.2 GRI 14.16.9 PBCS 44

ALROSA's OHS management relies on a proactive, risk-based approach. The Company's strategic goal is to achieve a conscious and well-established safety culture at all levels of production

activity, where every ALROSA employee takes a mindful approach to safety matters. The Company's OHS management system applies to all employees and contractors.

The principles of the OHS management system are defined by the Company's Supervisory Board, while the Occupational Safety Department coordinates ALROSA's OHS efforts. As part of the OHS management system, permanent OHS Committees operate under the CEO, the Executive Director, and at the enterprise level. All levels of management are involved in OHS management. In 2025 to enhance the efficiency of managing production risks and to sharpen the focus on each specific area, the unified OHS and road safety function within the Occupational Safety Department was restructured into two separate units: the occupational health and the industrial safety functions. This reorganisation enabled staff to concentrate on specific production safety areas, thereby increasing the overall performance of the Department. Furthermore, to support and monitor interactions with contractors, the Company introduced the position of Chief Expert in the reporting year.

The Company's obligations, its strategic goal, and the principles for implementing OHS measures are enshrined in the Industrial Safety Policy. ALROSA updated its existing Industrial Safety Policy, approved In 2025 by incorporating employee obligations and expanding the responsibilities of management regarding the provision of industrial safety¹.

Specific procedures required to implement the Policy are governed by internal regulatory documents, which the Company regularly updates to align with legislative changes, internal organisational changes, and recommendations from external auditors. In 2025 ALROSA updated the following:

- Regulations on the Health and Safety Management System;
- Regulations on the Work Permit System at PJSC ALROSA;
- Regulations on Mining Rescue Support Teams of PJSC ALROSA;
- Regulations on Training for PJSC ALROSA Employees in OHS, Fire and Industrial Safety, Civil Defence and Protection from Natural and Man-made Emergencies;
- Regulations on the Organisation and Performance of Production Control over Compliance with Industrial Safety Requirements at PJSC ALROSA;
- Procedure for Organising and Performing Three-level Control over Industrial Safety at PJSC ALROSA facilities;
- Procedure for Comprehensive Assessment of the Effectiveness of the Industrial Safety System in Structural Divisions of PJSC ALROSA;

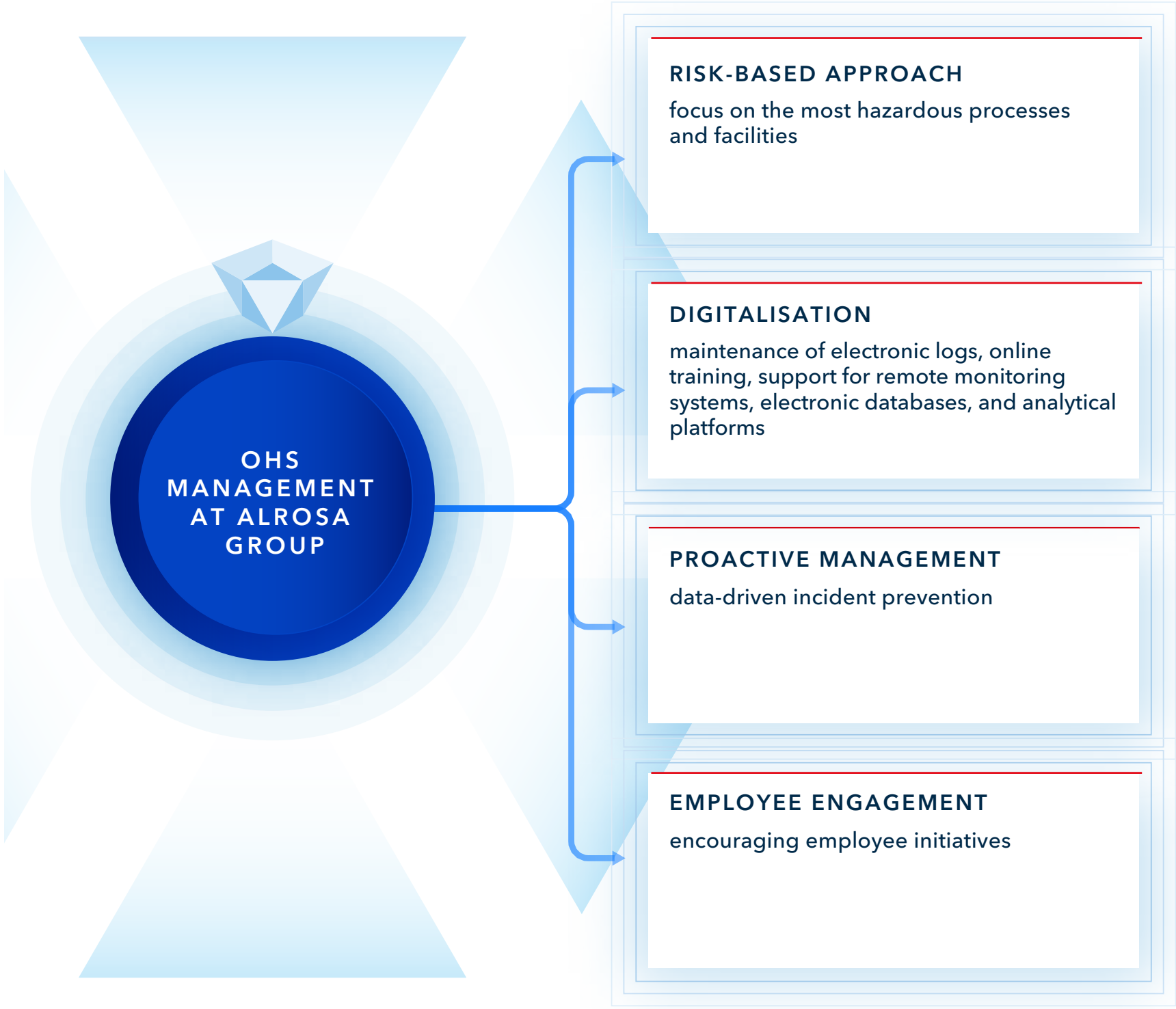
- [Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements](#)²;
- Standard “Notification, Registration and Internal Investigation of Incidents Related to OHS, Road Traffic Safety and Fire Safety at PJSC ALROSA”;
- PJSC ALROSA Safety Requirements for Continuous Industrial Transport.

Prior to updating or implementing internal documents, the Company develops training materials for employees to whom the requirements of each specific document are relevant. Following the training, the Company collects feedback and, where necessary, incorporates adjustments into the documents.

To improve the OHS management system, ALROSA performs internal audits of the system. The audits are performed by certified auditors from among the Company's employees, specialists from the Internal Audit Department, as well as heads of structural divisions and line managers, within a three-level control framework. In 2025 specialists from the Occupational Safety Department conducted an audit of the OHS management system in ten of the Company's divisions. All identified gaps were addressed promptly. During the report-

ing year, the OHS management system of PJSC ALROSA and its subsidiaries constituting the Diamond Mining and Processing Operations successfully passed its first surveillance audit for compliance with the GOST R ISO 45001-2020 standard.

External audits of ALROSA's OHS management system are also conducted by state supervisory bodies. No critical OHS violations were identified within the Company in 2025.



¹ The term “industrial safety” means occupational health and safety, fire safety and road safety.
² This document is only available in Russian

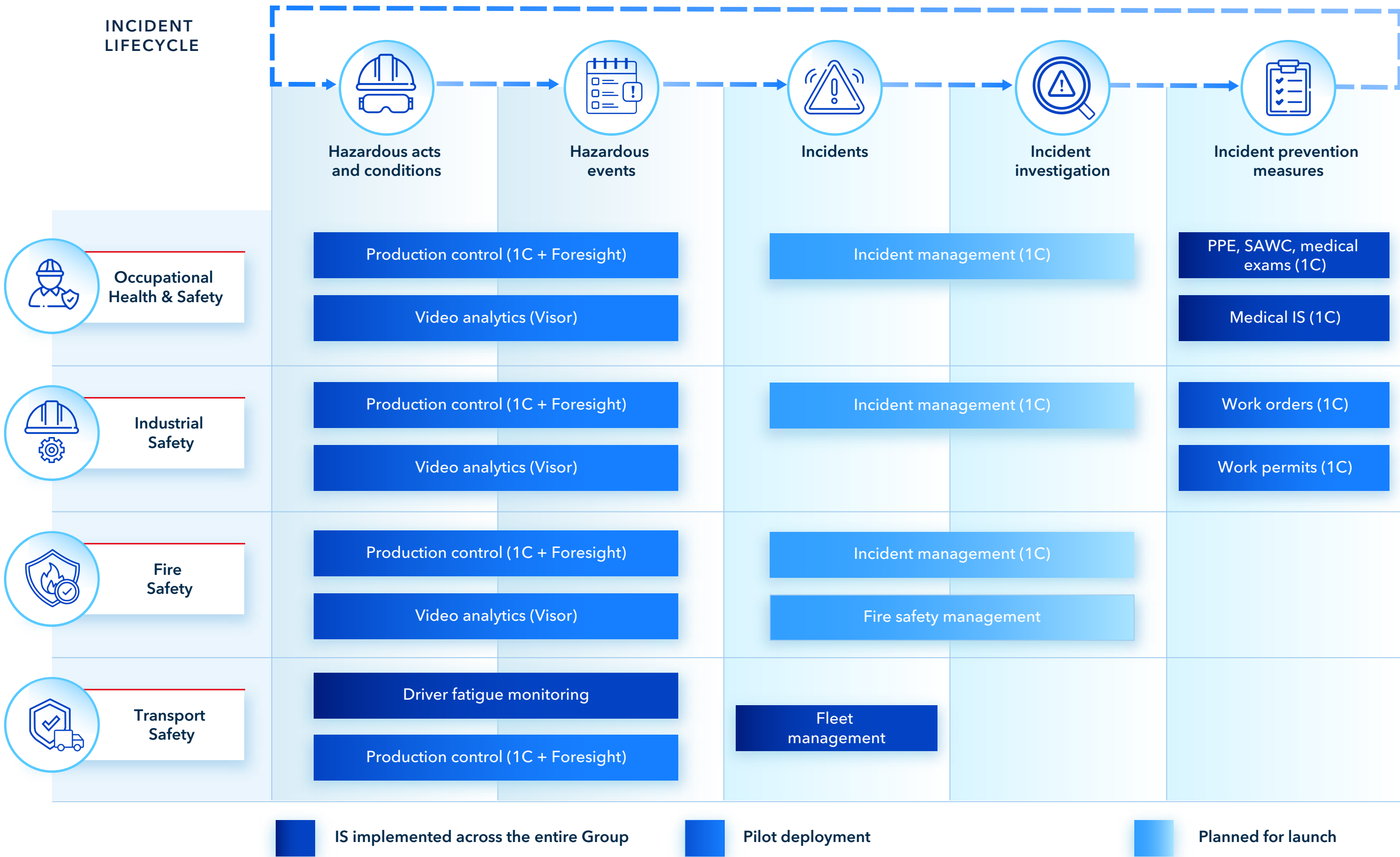
Since 2023, ALROSA has been driving full-scale digitalisation of industrial safety processes by:

- creating a single OHS management platform, including work permit systems, three-level production control, incident management and fire safety;
- implementing advanced digital solutions such as computer vision based on artificial intelligence (video analytics), a personnel positioning system and driver fatigue monitoring.

In the reporting year, as part of the automation of production business processes

for three-level production control, ALROSA began deploying a new information system. Its functionality includes processing violation statistics, generating analytical reports, and building an incident risk analysis system based on the acquired data.

Comprehensive digitalisation of OHS business processes at ALROSA



WHAT ALROSA IS PROUD OF

DIGITAL PRODUCTION CONTROL SYSTEM

Since 2025, all OHS violations and risks have been recorded in a single electronic log. It is an analytical platform that automatically aggregates statistics on inspections, violations, risks, objects of control, areas of control, negative occurrences. Based on the platform data, potentially hazardous areas with a large number of violations and risks in certain areas are identified. Additional audits are conducted at such sites, and measures are implemented to mitigate the likelihood of risk realisation.

In the future, the electronic log will be integrated into the Production Control automated information system (PC AIS) – a unified system for tracking and analysing violations and risks. Among other things, the system will automate the management of Production Control KPIs for specialists at all levels of control. The system is scheduled for pilot operation in 2026.





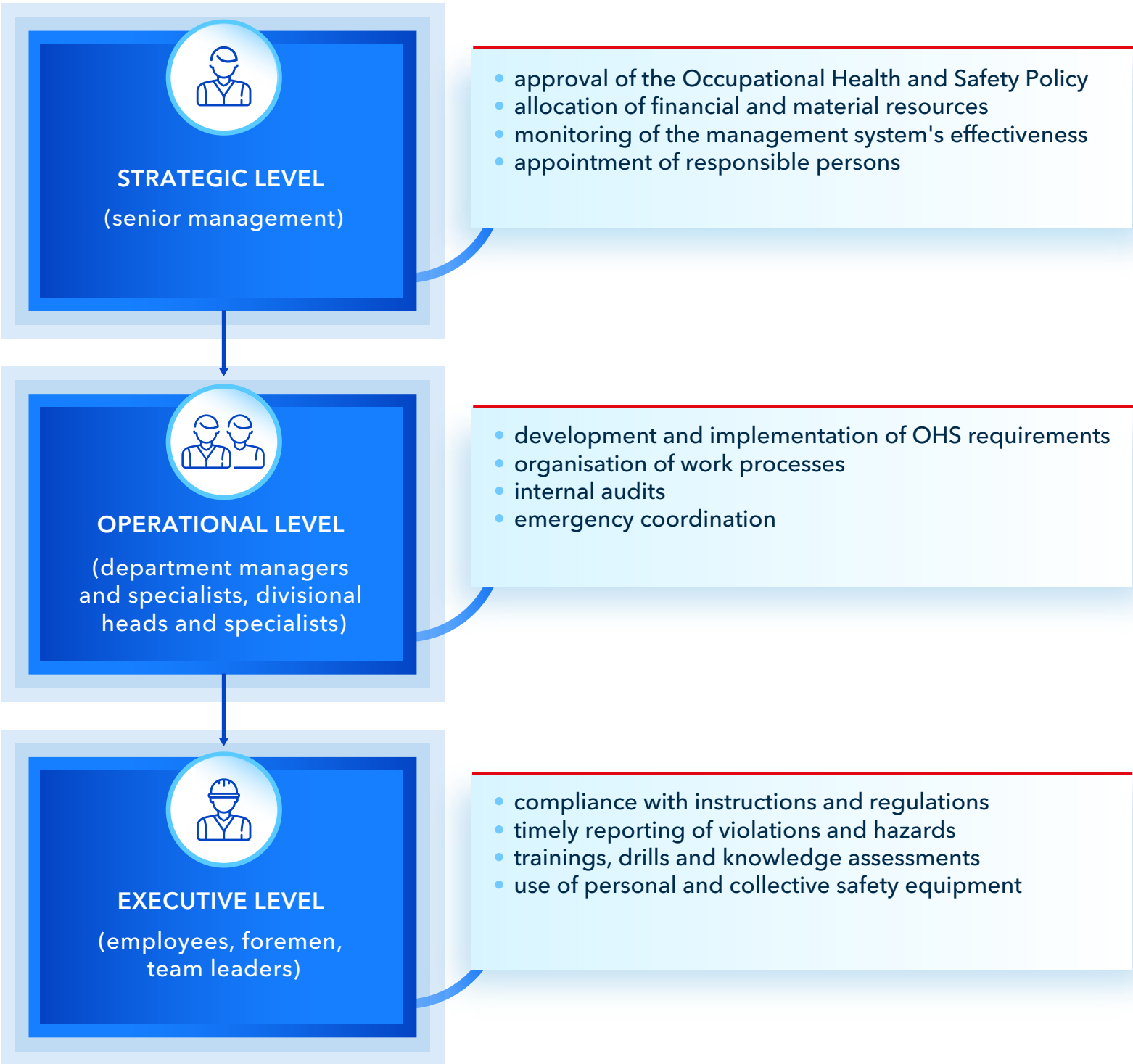
EMPLOYEE PARTICIPATION IN OHS MANAGEMENT

GRI 3-3 GRI 403-2 GRI 403-4 GRI 14.16.1 GRI 14.16.3 GRI 14.16.5

All ALROSA employees are involved in ensuring safe working conditions. The primary representatives of employees regarding OHS are the technical inspectorate and the authorised health and safety representatives of the Profalmaz trade union.

They monitor compliance with legislation and employee rights concerning occupational health, compulsory social insurance against work-related accidents and occupational diseases, as well as the fulfillment of collective bargaining agreement terms.

EMPLOYEE ENGAGEMENT IN OHS MANAGEMENT



179
authorised staff members
carried out continuous monitoring of working conditions at workplaces in 2025

During 2025, a total of
2,110
non-conformities
were identified by authorised staff

Annually, trade union representatives, heads of primary union organisations, and OHS representatives participate in the special assessment of working conditions (SAWC), investigations into accidents and occupational diseases, as well as the technical selection and testing of PPE.

During April 2025, ALROSA's Occupational Safety Department, in collaboration with the Profalmaz trade union and specialists from Company enterprises, held the annual Industrial Safety

Authorised staff members conducted
1,741
occupational health inspections
in 2025

Of these,
~90%
were remediated¹
(100% of non-conformities with a passed rectification deadline)

Month. This comprehensive campaign covered occupational health, industrial safety, fire safety, and road traffic safety for ALROSA employees. In the reporting year, the Safety Month programme included educational seminars and practical workshops, as well as interactive formats such as competitions, an intellectual quiz, and badminton tournaments to promote a healthy lifestyle among employees. Over 10,000 ALROSA employees participated in the Safety Month events.



¹ For the remaining 10%, the rectification deadline had not yet arrived.

Events of ALROSA's annual Industrial Safety Month in 2025

EVENT	DESCRIPTION
Practical application of PPE	Training sessions and practical workshops were held for employees on the correct usage of workwear and PPE
Road traffic safety	Specialists from the Occupational Safety Department developed a roadmap of safety measures, including campaigns such as “Safety Belt”, “Attention: Pedestrian!”, “The Three Points of Contact Rule”, “Attention: Passenger!”, and “Safe Reversing”. The objective was to prevent road traffic accidents and mitigate road-related injuries
Online competition and assessment	Over 1,000 employees participated in the annual online competition to test their knowledge of OHS
Safety Stand-Down sessions	OHS specialists across all structural divisions conducted “Safety Stand-Down” sessions on topics such as “Vehicle Operation”, “Hot Work at Processing Facilities”, “Drilling Operations at Underground Mines”, “Maintenance/Repair of Conveyors”, “Hazards of Injury from Roof or Rib Falls”
On-site training	Over 250 employees completed on-site first aid training that included the use of an external defibrillator in the event of sudden cardiac arrest
Competitions	Competitions were held for children's drawings, photographs in PPE, and posters created using artificial intelligence, neural networks and digital platforms, on the topic of “Personal Reasons to Comply with Safety Requirements and the Fundamental Safety Rules”
Industrial safety quiz	Eight teams participated in an intellectual game requiring knowledge of ALROSA's OHS standards, the specifics of working at height and hot work, the SAWC, and the work permit issuance process

OHS LEADERSHIP DEVELOPMENT

Since cultivating a safety culture at the Company level relies not only on employees but also on leadership, ALROSA has implemented a safety motivation system. This system applies a bonus multiplier when approved safety measures are executed, when employees complete training and certification on time, and upon the implementation of pilot projects.

Each head of ALROSA's structural division is required to develop a personal annual plan for OHS activities, organise its implementation, and monitor the results. Management responsibilities include: inspecting working conditions; implementing measures to rectify identified violations; informing employees about the presence of harmful or hazardous production factors at their workplaces, as well as the associated guarantees and compensation; ensuring the timely provision of PPE.

>1,000 employees participated in the annual online competition to test their knowledge of OHS

WORKPLACE SAFETY ADVICE AND INFORMATION

Any ALROSA employee may submit proposals for improving working conditions directly to their manager or an occupational safety service, or through an authorised representative, including via the OHS Committee or the trade union.

The employee information system regarding OHS includes OHS notice boards, internal corporate resources, and social media. ALROSA keeps employees informed about the outcomes of investigations into accidents, emergencies, incidents, as well as audits, and inspections.

REPORTING VIOLATIONS AND RISKS

The Compliance Hotline serves as an open channel through which ALROSA employees, external stakeholders, and contractor personnel can report potential violations, risks, incidents, and submit suggestions for improving working conditions. An anonymous submission form is available for all reporters. Information regarding all active communication channels within the Company and the feedback mechanism is displayed on notice boards in every ALROSA division. Employees responsible for OHS verify the accuracy of received information and provide feedback on all reports.

For more information on the Company's feedback mechanism, see the [Compliance Hotline](#) section.

In 2025 the Compliance Hotline received 12 reports from employees regarding OHS, primarily related to the provision of PPE and work safety. Inspections of all submitted reports confirmed three instances of violations, for which the Company implemented corrective measures to address all non-conformities.

No reports were received from contractor organisations or other third parties during the reporting year.



CONTRACTOR AND SUPPLIER SAFETY MANAGEMENT

GRI 3-3 GRI 403-1 GRI 403-7 GRI 14.16.1 GRI 14.16.2 GRI 14.16.8

To ensure industrial safety, ALROSA works with contractors in accordance with the [Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements](#).

In the reporting period, the Company introduced several amendments to the standard, defining the key stages of interaction with contractors throughout the contract lifecycle and specifying actions and requirements for each stage. This has enabled a structured and consistent approach to managing contractors.

As part of updating the standard, ALROSA also revised contract templates, including provisions for imposing penalties based on the severity of violations of OHS requirements. The Company also approved standard forms of terms of reference taking into account the updated standard.

On an annual basis, ALROSA evaluates contractor organisations for compliance with the Company's OHS standards. The 2025 evaluation results indicated 544 OHS violations committed by contractors, resulting in the imposition of 36 penalties by the Company.

Concurrently with contractor safety management, ALROSA actively manages supplier safety by verifying their compliance with regulatory and internal requirements. Beyond assessments of product quality and production capacity adequacy, the Company also audits safety compliance. Specifically, ALROSA conducts factory audits of manufacturers of special workwear and footwear to evaluate the safety of their operational processes and determine the feasibility of future cooperation.

TRAINING AND DEVELOPMENT OF A SAFETY CULTURE

GRI 403-5 GRI 14.16.6 SASB EM-MM-320a.1

Training in industrial safety is a vital component of developing skills for safe work performance and fostering a safety culture among personnel. ALROSA conducts both mandatory training in compliance with legislative requirements¹ and additional training through corporate programmes designed to enhance competencies necessary for improving safety and process efficiency, taking into account the Company's internal specifics and occupational risks. When implementing new training programmes, ALROSA collects feedback from employees to introduce necessary adjustments and improve effectiveness where required.

ALROSA's OHS training system is based on the Regulations on Training in OHS, Fire and Industrial Safety, Civil Defence and Protection from Natural and Man-Made Emergencies.

In 2025 the Company launched a process to centralise internal training for all employees of its subsidiaries within its own Corporate University, initially piloted on the basis of a single enterprise. The Corporate University developed training programmes and matrices², and automated the assignment of training to employees in accordance with these matrices. The Company plans to extend this practice to all subsidiaries in the future.

Stages of interaction with contractors regarding OHS

PRIOR TO ADMISSION TO WORK	DURING WORK	UPON COMPLETION OF WORK
Review of compliance with OHS qualification requirements (an integral part of the terms of reference)	Communication with contractors on OHS through weekly production meetings, meetings with senior management of contractor organisations, information bulletins regarding incidents, thematic sessions such as "Safety Stand-Down", "Safety Contact", and "Safety Minute"	Site clean-up: the contractor is responsible for cleaning work areas and the site, disposing of waste generated, returning equipment provided by the Company, and dismantling temporary structures
A kick-off meeting to communicate key information on OHS organisation in the context of contract performance		Checking penalty payments for recorded industrial safety breaches and signing the completion certificate
Preparation and authorisation to commence work, delineation of responsibilities between the Company and the contractor, and establishment of interaction protocols during and upon completion of works	Site inspections and comprehensive audits, with penalties imposed for identified violations	Collection of suggestions to improve the interaction system

WHAT ALROSA IS PROUD OF

INTERACTIVE E-COURSES

In 2025 a key priority in the development of additional OHS training programmes was the creation and launch of a series of interactive e-courses.



Lockout Tagout (LOTO) industrial safety system: LOTO work permit issuer, authorised and unauthorised personnel



Safety Requirements for Continuous Industrial Transport



Production control. Procedure for Organising and Performing Three-level Control over Industrial Safety at PJSC ALROSA facilities



Corporate Standard on Interaction with Contractors for Compliance with Health and Safety Requirements

The courses are aimed at raising employee awareness of new or updated industrial safety regulations and standards of the Company. The primary challenge for the developers was to transform voluminous and often technically complex documents into logical visual modules to facilitate information absorption.

About 5,000 employees have already completed the new courses, with the majority reporting a positive impact from this format of information delivery.

¹ The frequency of training for each programme is determined in accordance with the regulations of the Russian Federation.
² The document defining the necessary training programmes for employees based on job duties and working conditions.

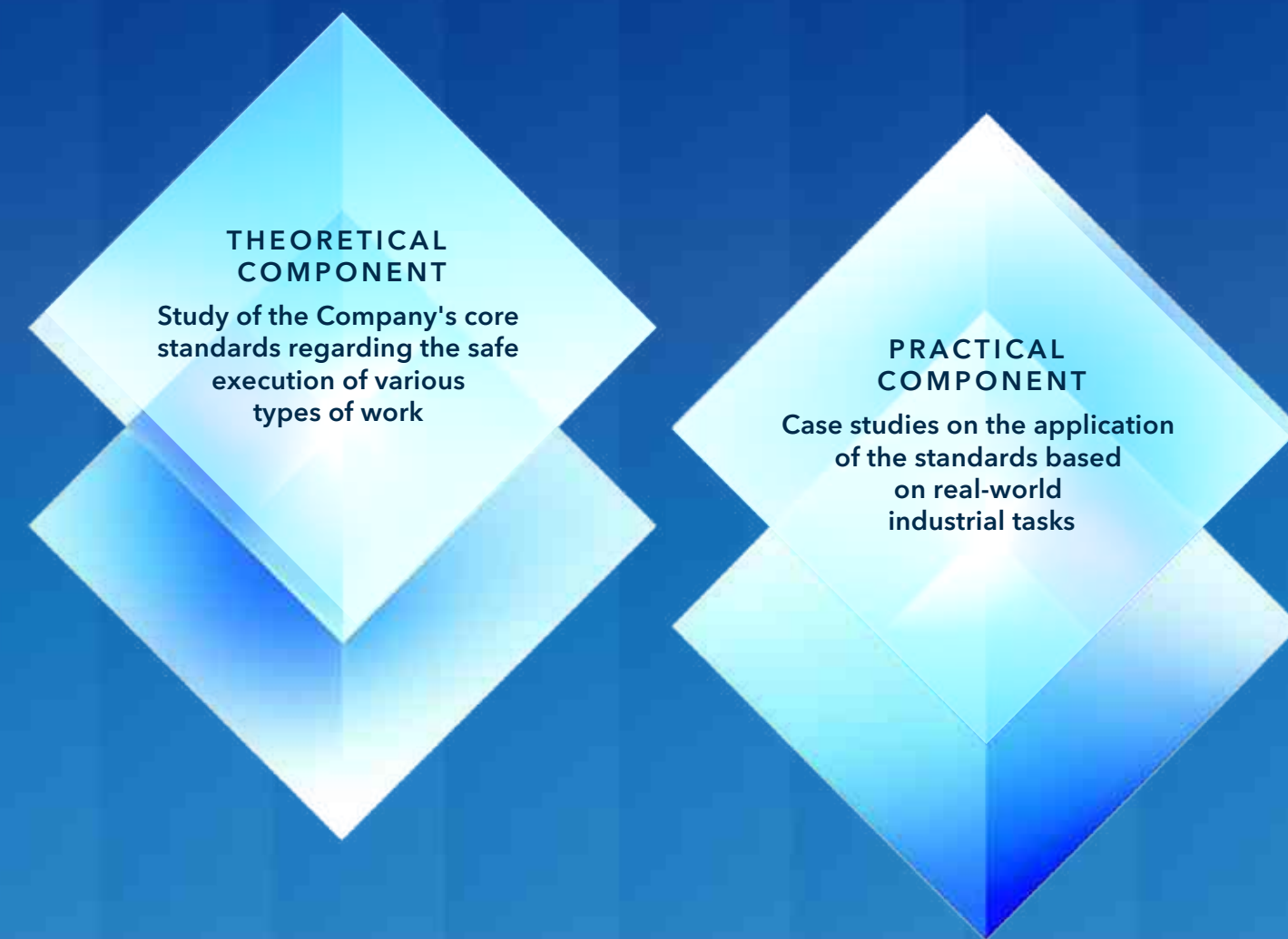


WHAT ALROSA IS PROUD OF

PRACTICE-ORIENTED TRAINING SYSTEM FOR SAFE PERFORMANCE OF WORK

In 2025 ALROSA developed an in-person training course titled “System of Standards for Ensuring the Safe Performance of High-Risk Work”. Its target audience is

line managers and specialists involved in the preparation, performance and safety control of high-risk work.



During the training, employees refine their skills in documentation management (including work permits, work orders, registers, etc.) and conducting pre-work briefings. All actions are analysed and discussed by the training group, which comprises employees

from various ALROSA divisions. During these discussions, participants may submit proposals to improve work safety, which are subsequently forwarded to the Occupational Safety Department for review.

TRAINING GROUNDS

To develop practical skills for working safely at height and in confined and enclosed spaces, the Company is expanding the use of dedicated training grounds. The equipment there is designed to closely mimic real production conditions, allowing employees to practice safe work methods and techniques for tasks involving elevated risks to life and health, as well as evacuation procedures and first aid for injured persons.

In 2025 alongside the existing facilities for practising height-work skills in Mirny and Aikhal, new facilities for work in confined and enclosed spaces were launched.

The training concludes with a demonstration exam under the supervision of an instructor, which is evaluated by an expert commission. In the reporting year, the Corporate University developed scenarios for

practical demonstration exams for the programmes “Safe Methods and Techniques for Work at Height for Category 2 Workers”¹ and “Safe Methods and Techniques for Work in Confined and Enclosed Spaces for Category 1 Workers”.²

Trainees demonstrate a high level of proficiency, confirming the effectiveness of this approach to employee training.



OHS training indicators³ for ALROSA GROUP



ALROSA conducts industrial safety training for employees of key contractor organisations as well. In addition to initial briefings, 72 contractor employees received OHS training In 2025 while 43 employees underwent certification in industrial safety via the unified testing portal of Rostekhnadzor.

OHS training³ indicators for contractor employees



¹ The current legislation of the Russian Federation establishes three worker categories (1, 2, and 3) for performing these types of work.

² The frequency of training for each programme is determined in accordance with the regulations of the Russian Federation.

³ If an employee underwent training multiple times, they are counted as one person. When calculating the number of training hours, academic hours (45 minutes) are used.



WHAT ALROSA IS PROUD OF

WINNER OF THE FUEL AND ENERGY SECTOR BEST EMPLOYER AWARD

ALROSA's practice-oriented training system for safe performance of work won the "Investments in the Future: Best Employee Training and Development Programme" category at the 2025 Fuel and Energy Sector Best Employer Award. This award recognises the achievements of fuel, energy, and industrial companies in Russia regarding the attraction, development, and support of their workforce.

ALROSA's training programme combines modern formats, including interactive workshops, electronic courses, practical quests, and skills practice at training grounds. Its launch resulted in a significant reduction in occupational injuries at the main mining assets in 2025: total injuries decreased by 18%, severe injuries by 33%, and minor injuries by 14%. The programme received high praise from employees, with a satisfaction rate for completed training reaching 98%.

98%

a satisfaction rate
for completed
training reaching



In 2025 to foster a safety culture, reduce occupational injuries, and improve the identification of potentially hazardous situations at production sites, the Company conducted training for managers and specialists on the "Behavioural Safety Audits" (BSA) programme. The training, organised by an external provider, was completed by 250 managers and specialists who conduct BSAs when identifying any risks during the execution of work.

A mandatory component of a BSA is a conversation with the employee to discuss any errors made regarding the methods for safely performing the specific task. Alongside other tools employed by ALROSA, behavioural safety audits have a positive impact on reducing the risk of incidents, enhancing employee engagement in industrial safety issues, and developing a robust safety culture.



WHAT ALROSA IS PROUD OF

STRATEGIC SESSION ON OCCUPATIONAL SAFETY

In 2025 ALROSA held an annual strategic session on occupational safety. The objective of the reporting year's session was to select an optimal organisational structure for the occupational safety services of the Company's divisions and subsidiaries,

and to develop measures to enhance the efficiency of these services.

The session identified key problem areas and actions to fix them.



Fragmented safety service structures at major assets, divergent working approaches, and a high volume of manual labour



- Assignment of service specialists to each workshop
- Video surveillance in hazardous areas
- Centralisation of the occupational safety service, including data analytics
- Centralisation of the road safety service



Insufficient competency levels of safety services and line managers responsible for production control



- Definition of competency models for specialists across various functions
- Drafting of individual development plans based on the development area
- Cross-audits and exchange of best practices during visits to production sites
- Development of a motivation system for service specialists



Weak impact of the existing system on improving the safety culture



- 100% coverage of line managers and workers by the BSA procedure, with each manager (including the Company's CEO) setting a personal example through their own behaviour
- Promotion of the principle of stopping work upon identifying risks and hazards
- Inclusion of a safety culture development module in the mentorship programme, the ALROSA Class educational programme, higher education institution curricula, and internal employee training programmes
- Featuring in the corporate newspaper the experience of the "Positive Hero" in preventing violations and the "Anti-Hero" with an analysis of incidents and their consequences

Prevention of occupational injuries

HAZARD IDENTIFICATION AND RISK ASSESSMENT

GRI 403-2 GRI 14.16.3

OHS risk management is a process that requires the involvement of all Company employees. As part of the general OHS training programme, as well as additional corporate training programmes, employees learn the basics of identifying and assessing risks and their management methods.

If employees identify any life and health risks during the preparation and performance of any type of work, they must stop work and report existing risks and hazards to the manager. The Company guarantees that such employees will not face any negative consequences.

ALROSA performs risk management in accordance with the Professional Risk Management Standard. It maintains registers of risks identified across workplaces and measures to manage them. Employees are familiarised with the list of risks and measures as the relevant registers are developed and updated. Activities to manage the most critical risks are included in the list of measures to develop occupational safety, which are reviewed and supplemented annually.



ALROSA's critical risks and measures to manage them

RISK	MEASURES	PROGRESS IN 2025	PLANS FOR 2026
Risk of personnel injuries associated with equipment maintenance and repair	Development and application of LOTO systems at processing plants	See more about implementing the LOTO system in 2025 in the section "ALROSA's safety improvement projects"	Implementation of the LOTO system in machine and power shops
Risk of injury to personnel during conveyor maintenance and operation	Measures to ensure conveyor transport is in a safe condition	See more about implementing the Conveyor Safety Programme in 2025 in the section "ALROSA's safety improvement projects"	Implementation of measures to eliminate non-conformities
Risk of injury to personnel during work at height	Purchase of safety systems for work at height	Work-at-height audit conducted; procurement of safety systems for work at height initiated at the Mirny and Nyurba MPD	The audit and procurement of safety systems at the Aikhal MPD and the Udachny MPD
Risk of fires and outbreaks of fire at facilities with mass human presence	Independent assessment of fire risks for facilities with mass human presence	Terms of reference prepared for independent risk assessment and fire safety audit of six facilities with mass human presence	Independent risk assessment and fire safety audit at designated facilities, implementation of corrective measures based on the independent assessment
Risk of road traffic accidents	Deployment of the sleep prevention system (Anti-Sleep), upskilling of drivers and road safety personnel	See more about implementing the sleep prevention system (Anti-Sleep) in 2025 in the section "ALROSA's safety improvement projects" See more about the Defensive Driving training conducted in 2025 in the section "Road traffic accidents"	Continued implementation of the Anti-Sleep system and personnel training under the Defensive Driving programme

To manage critical risks, line managers and OHS specialists conduct stand-down sessions for employees. These meetings discuss the possible consequences of the realisation of such risks, as well as the safety barriers used to prevent or minimise the consequences.

WHAT ALROSA IS PROUD OF

DEVELOPMENT OF THE WORK PERMIT SYSTEM

To enhance the quality of the Work Permit System processes, taking into account the specific activities of the Company's divisions, ALROSA conducted an audit of the process and the premises for issuing work orders and permits in 2025. The Company reviewed proposals received from divisions and the audit results, subsequently updating the Regulations on the Work Permit System and Standard Requirements. ALROSA's Corporate University has already begun developing a training programme based on the updated Regulations, with staff training scheduled for 2026.

At the same time, ALROSA continues to refine the work permit and work order documentation process by enhancing the Work Permit automated information system. This will accelerate the preparation and approval of work permits, strengthen control over safety measures during site preparation, and ensure safety during high-risk operations. Important advantages of digitalising the process include enabling the coordination of work across sections within the workshop to prevent simultaneous operations on the same or adjacent sections, thereby reducing risks to the health and safety of personnel.

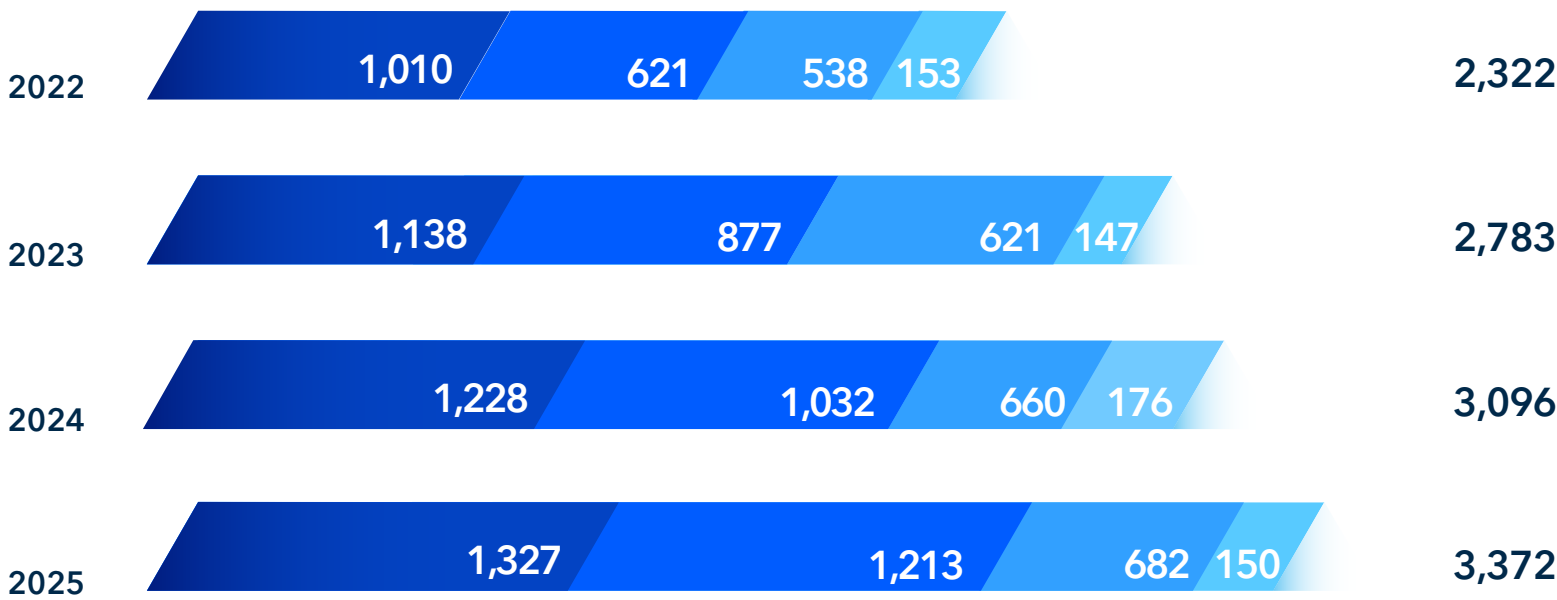
ALROSA'S SAFETY IMPROVEMENT PROJECTS

ALROSA annually implements safety enhancement projects across various work areas. The projects are aimed, in particular, at the digitalisation and automation of processes, which reduces the likelihood of adverse events resulting from operations and increases process efficiency.

PROJECT	PROGRESS IN 2025
IT project "Work Permit System"	Implementation of the system was completed at several ALROSA Group enterprises. The Aikhal MPD started its pilot operation. The Regulations on the Work Permit System were updated in connection with the system launch. Training of system users is scheduled for 2026
LOTO system	The Company gained experience in applying the LOTO system for isolating hazardous energy sources during equipment maintenance and repair at processing plants, accounting for specific equipment and production conditions. Field inspections of the system application were performed. ALROSA updated its Regulations on Isolation and Control of Hazardous Energy (Lockout/Tagout (LOTO)) based on accumulated experience, identified observations, and suggestions for functional improvement
Safe hot work arrangements	The Standard on the Organisation and Safe Conduct of Hot Work was rolled out to subsidiaries where hot work is performed. Targeted compliance checks were performed
PPE provision system	The information systems for recording and issuing PPE were improved, including to track deviations from approved PPE issuance standards. PPE outsourcing was implemented in Mirny and Nakyn. Equipment for PPE issuance was installed at distribution points. Premises for PPE issuance were prepared (fitting rooms, issue windows, racks, information posters)
Conveyor Safety Programme	The Safety Requirements for Continuous Industrial Transport were developed and approved. Divisions were inspected for compliance with the requirements. Roadmaps of activities have been developed and are being implemented to bring divisions into compliance with the requirements
Sleep prevention system (Anti-Sleep)	194 sets of the sleep prevention system were installed on vehicles. As of the end of the year, more than 1,000 vehicles were equipped with the system (~90% of the total fleet)
Use of machine vision for PPE monitoring	In 2025 the Internatsionalny mine launched a project to apply machine vision for monitoring the use of PPE. A contract was signed with a contractor, equipment was purchased and installed, and an information system was installed to track any identified nonconformities in the use of PPE (safety glasses, helmets, protective clothing, self-rescuers, and gas analysers).
Personal headlamps with video recorders	100 individual headlamps equipped with video recorders were purchased for miners in 2025. The video recorder, built into the lamp, operates in several modes, including an emergency mode (in case of battery discharge), and continuously records the surrounding environment

PBCS 27

ALROSA Group's occupational health and safety expenses, RUB million



- Fire safety, civil defence and emergency prevention

Protective equipment
- Medical, preventive, and rehabilitation measures

Other activities

> RUB 3.3 billion
allocated by ALROSA to OHS
activities in 2025 (+9% vs 2024)

~RUB 102 thousand
average annual OHS expenses
per employee (+15% vs 2024)



OCCUPATIONAL INJURIES

GRI 403-2

GRI 403-9

GRI 14.16.3

GRI 14.16.10

The Company investigates every work-related injury incident among its employees, identifies root causes, and implements measures to prevent recurrence. The investigation procedure is detailed in the internal standard “Notification, Registration and Internal Investigation of Incidents Related to OHS, Road Traffic Safety and Fire Safety”. The reporting year saw ALROSA introduce several amendments to the standard. It developed an incident classifier and registry, issued guidelines for conducting investigations and assessing their quality, and defined criteria for high-potential incidents. In-depth analysis of causes, particularly the identification of root causes, enables the Company to manage existing risks more effectively.

OHS specialists register incidents, report on investigation procedures, and upload relevant documentation to a dedicated incident investigation module on the Company's internal portal. This ensures transparency in the recording and investigation of all types of incidents.

In 2025 60 ALROSA employees were injured in workplace accidents¹ (including two fatalities and ten serious injuries), and one contractor employee suffered a minor injury. Additionally, 26 employees sustained micro injuries². No group accidents³ occurred.

The most common type of injury is mechanical injuries (bruises, fractures, sprains, etc.).

The leading causes of injuries in 2025 were falls from height and falls on the same surface. To reduce the frequency of such incidents, ALROSA is implementing a comprehensive set of measures, including:

- annual seasonal programmes to prevent falls, including the procurement of special footwear with anti-slip soles;
- conducting internal investigations to identify root causes and developing effective measures to prevent recurrence;
- enhancing the three-level control procedure for identifying unsafe acts and unsafe conditions, thereby preventing incidents;

- utilising stationary video cameras on production sites during inspections;
- conducting training on climbing on and off mining vehicles, and developing guidelines and video instructions;
- procuring headlamps for miners equipped with built-in video recorders;
- PPE outsourcing to ensure workers receive the necessary PPE in full and on time.

The Company provides social support to injured employees and the families of deceased workers.



GRI 403-9

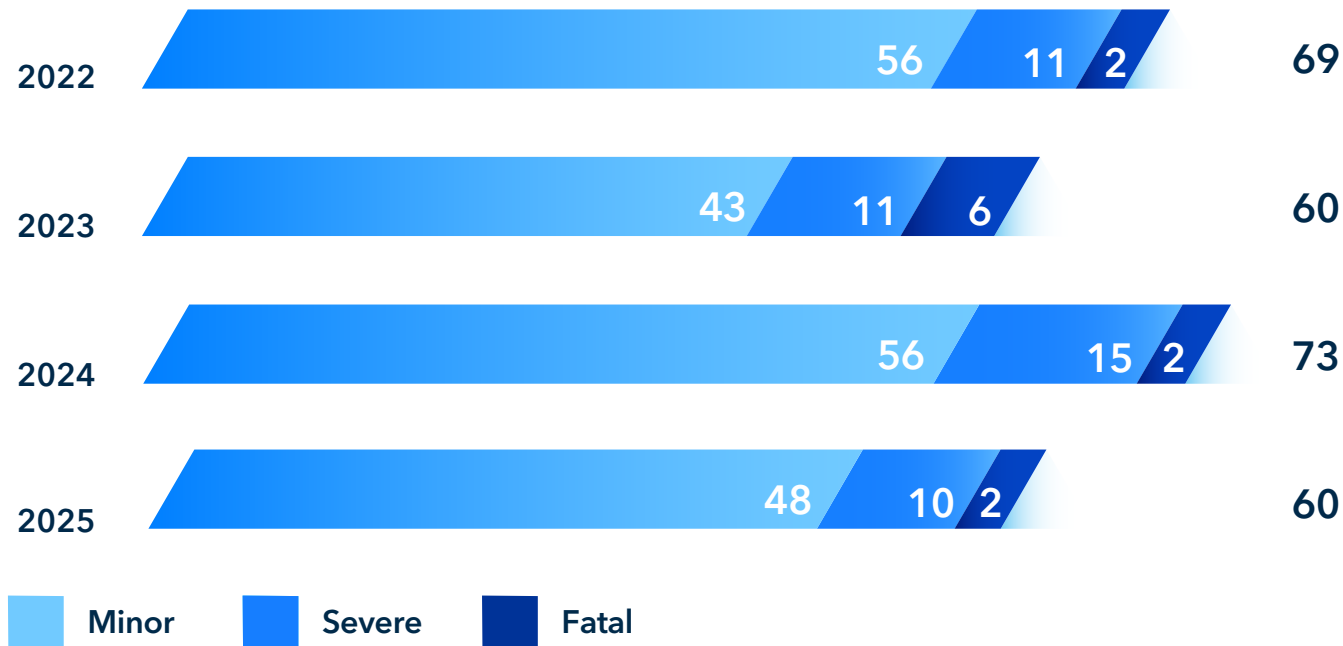
GRI 14.16.10

PBCS 29

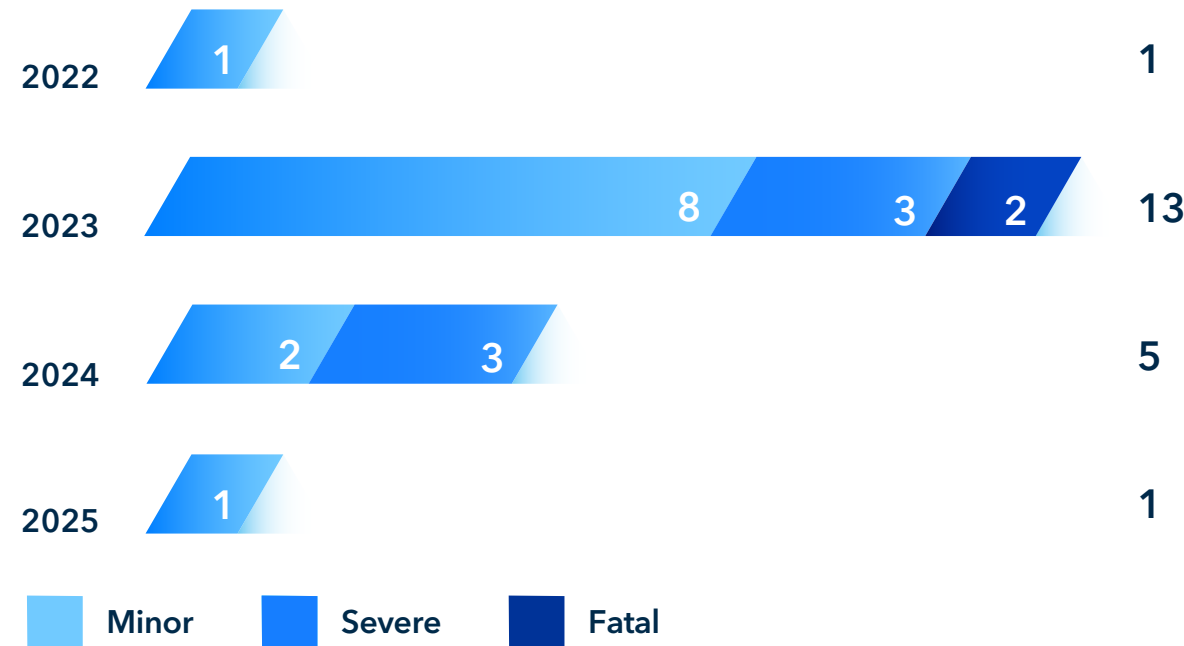
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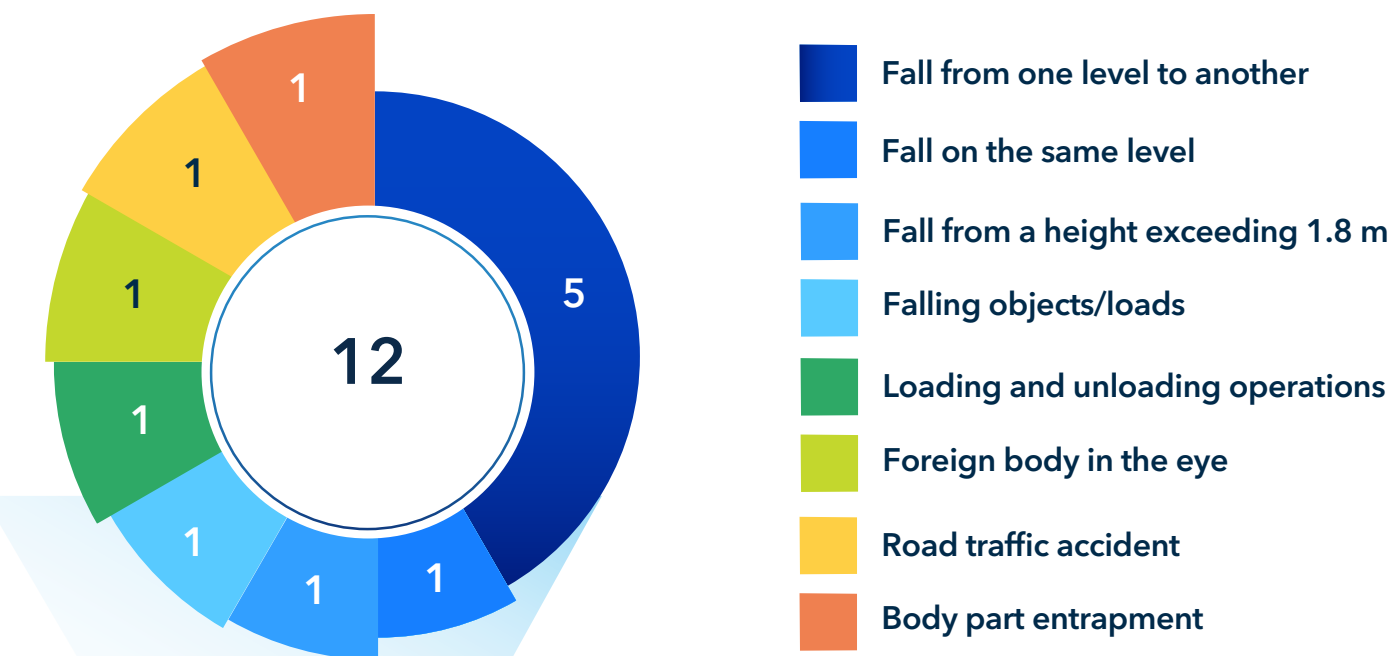
Number of people injured⁴ in workplace accidents for ALROSA Group



Number of people injured in workplace accidents for contractors



Key causes of injuries among ALROSA Group employees in 2025 (excluding cases of minor injuries), number of people



¹ In accordance with the classification under Russian legislation, accidents include lost time and fatal injuries.

² No-lost-time injuries. For the purposes of this Report, micro injuries mean microdamages that require first aid and/or medical attention. Micro injuries have been accounted for since 2024 (48 micro injuries in 2024). No micro injuries were recorded among contractors in 2025.

³ Involving two or more injured or deceased persons.

⁴ The injury rate within ALROSA Group is higher among employees in the age group over 40 years and among those with a work tenure of five to 15 years. Among the Company's business units, the highest injury rate was recorded at the Mirny and Nyurba MPD.

The Company notes a decline in the Lost Time Injury Frequency Rate (LTIFR), the Total Recordable Injury Frequency Rate (TRIFR), and the high-consequence injury rate among employees in 2025. This improvement is attributed to a 31% reduction in the total number of incidents and an 18% decrease in the number of injured persons.

In 2025 contractors also saw a decrease in the injury rate compared to 2024, which was due to the ongoing work to strengthen interaction with contractors regarding work safety assurance. No fatal or high-consequence injuries occurred.

ROAD TRAFFIC ACCIDENTS

During the reporting period, ALROSA continued to implement a comprehensive programme to ensure road safety, prevent road accidents and reduce the risk of traffic accidents for 2024-2025. In 2025, the Company also developed a plan of measures to mitigate accident risks associated with vehicle manoeuvring. This plan was incorporated into the Measures to Improve Occupational Safety for 2025-2026.

The Company decommissioned vehicles that had exceeded their safe service life. Additionally, a series of initiatives were launched to enhance the qualifications of drivers and personnel responsible for road traffic safety, including training under the Defensive Driving programme. In addition, inspections were carried out of the road transport infrastructure, speed limits and the safety systems in use (seat belts, the Anti-Sleep system, etc.).

In 2025 as part of the Defensive Driving programme, 20 internal trainers were certified, and 249 drivers received training. ALROSA also conducted a masterclass on defensive driving and key aspects of road traffic safety organisation with the Company's senior management; 17 individuals participated in this event.

During the reporting year, the Company facilitated the exchange of best practices in road traffic safety among its enterprises and developed procedures for the use of signalling devices on its own roads and for passenger transportation.

Monitoring and analysis of recorded traffic violations and hazardous situations are conducted by the Centre for Monitoring Safe Operation of Vehicles. In 2025 over 4,500 violations were recorded, a figure nearly four times lower than the previous year, confirming the effectiveness of the measures implemented by ALROSA to ensure transport safety.

In 2025 the number of road traffic accidents among ALROSA Group employees decreased by 29%, while among contractors, the figure dropped by 14%. The most common types of road traffic accidents were collisions, rollovers and hitting a stationary vehicle. The primary causes of road traffic accidents include:

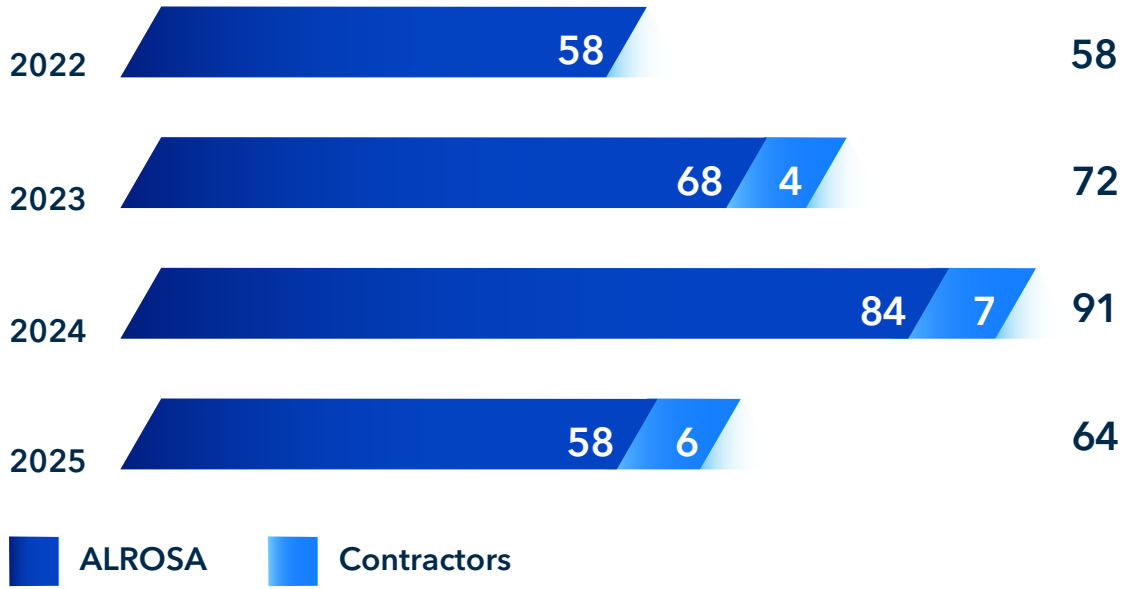
- insufficient professional driver training;
- road surface conditions (including the lack of anti-ice treatment);
- disorganised traffic flow or parking of vehicles on-site;
- distraction;
- driving under the influence of alcohol, drugs, or other toxic substances.

The Vehicle Accident Rate (VAR) for ALROSA Group decreased by 19% compared to 2024. The Company began tracking this indicator specifically for contractor vehicles in the reporting year.

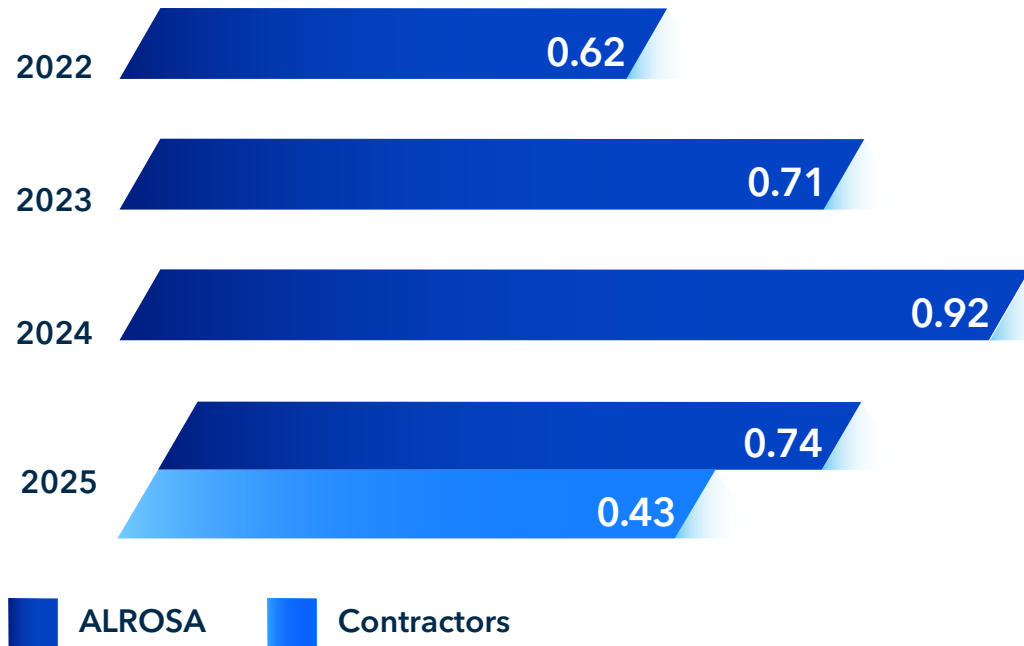
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Vehicle Accident Rate³

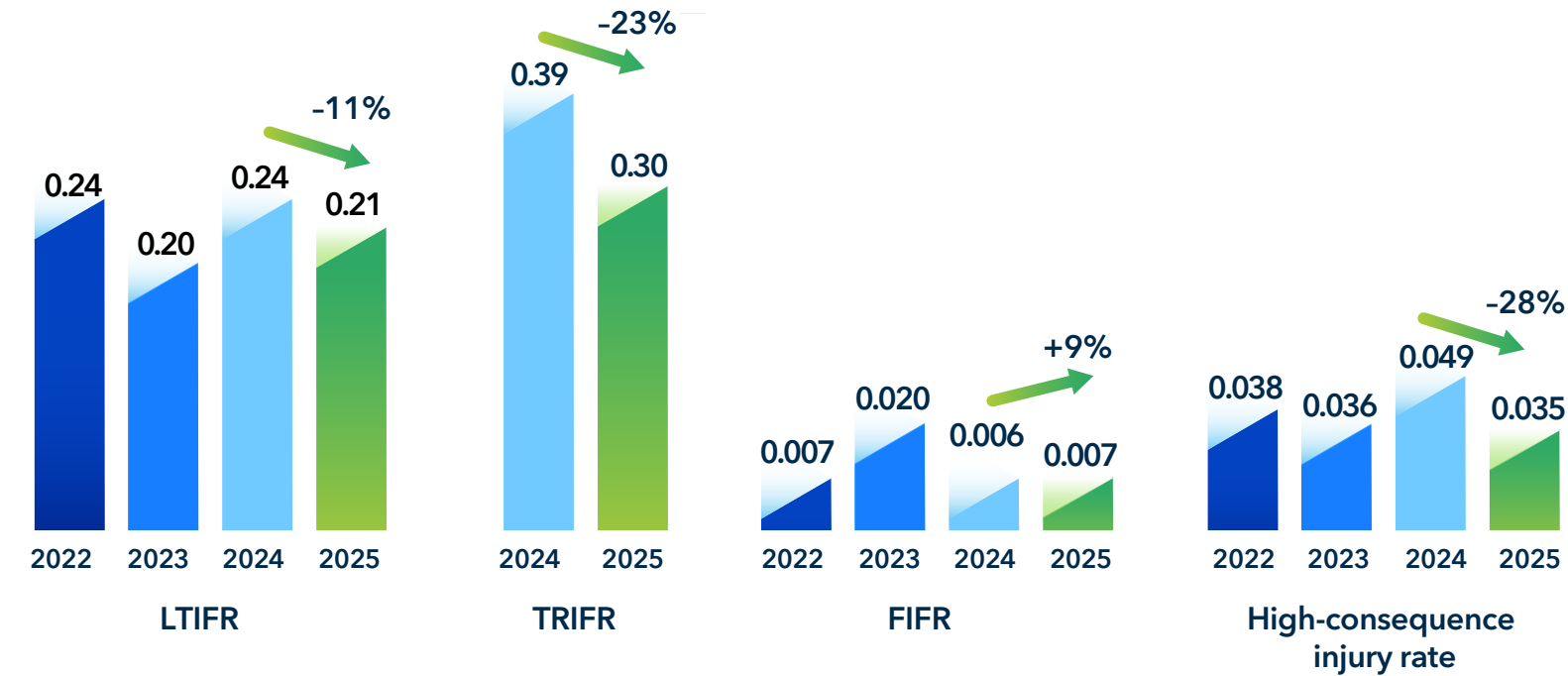
Number of road traffic accidents for ALROSA Group and contractors²



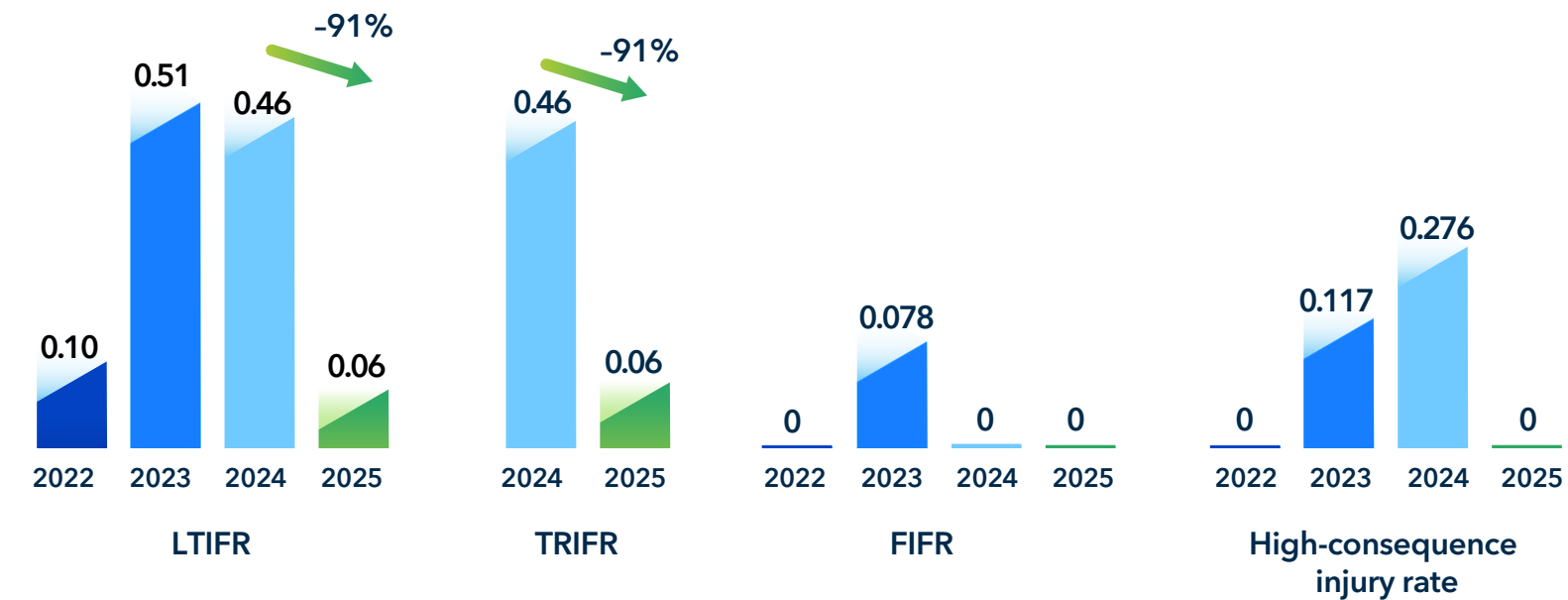
VAR³ for ALROSA Group and contractors



Injury rates¹ for ALROSA Group



VAR¹ for ALROSA Group and contractors



¹ Lost Time Injury Frequency Rate (LTIFR) = number of lost time injuries, including fatal injuries / number of man-hours worked × 200,000 man-hours. The injury count reflects all injuries that took place during the reporting period, including those for which investigations were still ongoing as of 31 December 2025.
Total Recordable Injury Frequency Rate (TRIFR) = number of registered work-related injuries: number of lost time injuries, including fatal injuries, and number of micro injuries * 200,000 / number of man-hours worked.
Fatal Incident Frequency Rate (FIFR) = number of fatal injuries / number of man-hours worked × 200,000 man-hours.
High-consequence injury rate = number of high-consequence injuries / number of man-hours worked × 200,000 man-hours.
The rates for 2025 were calculated based on 56,828,647 hours worked by employees and 3,590,366 hours worked by contractors.

² The indicator for 2025 is given according to the data recorded as at 31 December 2025. Subsequently, as a result of investigating the causes of incidents, the number of accidents may be adjusted. Changes, if any, will be reflected in the next Sustainability Report.
³ Vehicle Accident Rate (VAR) = number of traffic accidents per year x 1 million km / total mileage of all vehicles of the Company (subsidiary) during the reporting period.
To eliminate inaccuracies in the calculation, the values for 2023 and 2024 were adjusted.
The 2025 rate was calculated based on a total mileage of 78,027,316 km for the Company's vehicles and 13,812,895 km for contractor vehicles.

Health protection and prevention of occupational diseases

GRI 403-3 GRI 14.16.4

ALROSA's approach to health protection is aimed at reducing the risk of occupational and other diseases among employees. The Company continues to develop its corporate healthcare system, which includes its own medical centre staffed by qualified doctors and health centres at all ALROSA production facilities.

The Company collaborates with medical institutions located near its enterprises, organises sanatorium and resort treatment for employees, provides insurance against work-related accidents and occupational diseases, offers voluntary health insurance, and implements various preventive programmes.

Annually, ALROSA expands the scope of its enterprises equipped with electronic medical service systems. This enhances the capacity of medical clinics and minimises the influence of the human factor when making decisions regarding an employee's fitness for work that involves elevated health and safety risks.

GRI 14.16.10 GRI 14.16.11 GRI 403-10

ALROSA investigates the circumstances and causes of occupational diseases among employees. Where a link between the disease and the profession is confirmed, the Company develops measures to prevent the development of such diseases in other employees.

To proactively identify factors that could lead to occupational diseases, ALROSA conducts special assessments of working conditions (SAWC)¹. To standardise this procedure across its facilities, the Company signed a unified three-year contract for SAWC in 2025 and conducted assessments for over 4,500 workplaces.

The SAWC results indicated that, as of the end of the reporting period, approximately 48% of the Company's employees worked in harmful conditions. The primary harmful production factors identified were noise, vibration, physical strain, work surface lighting levels, and aerosols with predominantly fibrogenic effects. At the same time, ALROSA notes that In 2025 the working condition class was improved at 45 workplaces through the implementation of measures to enhance working conditions, such as installing sound-absorbing equipment and isolating noise sources, and cutting employee exposure to harmful factors via well-designed work-rest regimes, and other measures.

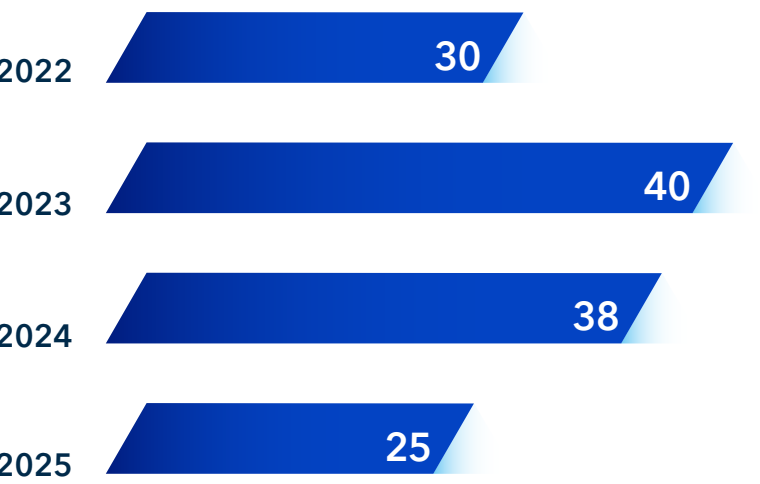
Employees engaged in heavy work and work with harmful or dangerous conditions undergo preliminary and periodic medical examinations.

In 2025 25 ALROSA Group employees were diagnosed with occupational diseases (totalling 35 diagnoses). The most common were hearing and respiratory diseases.

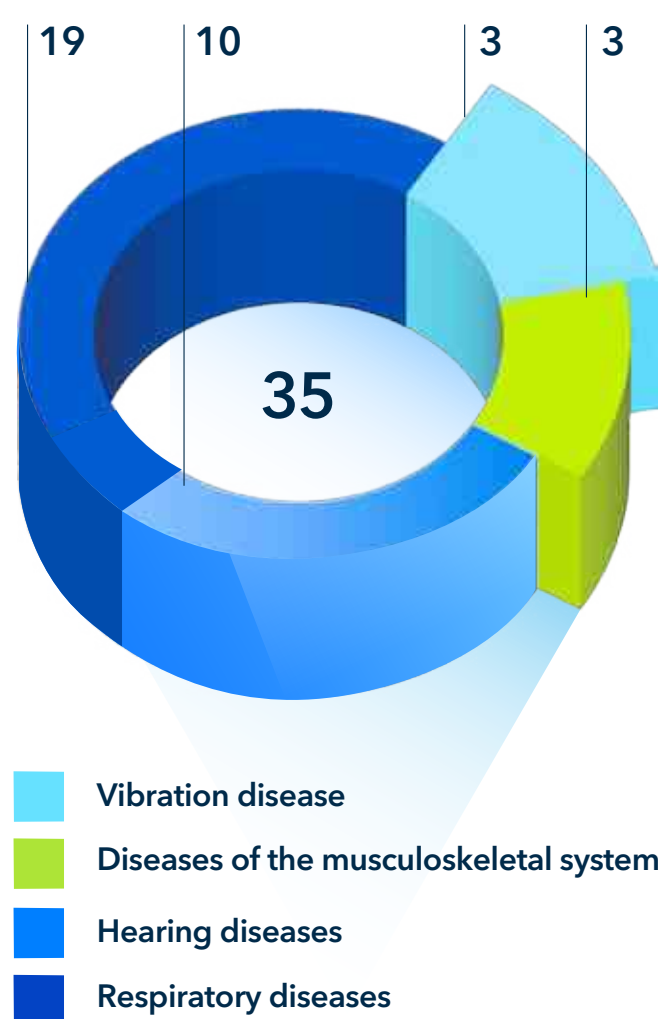
To identify hearing disorders early, the Company organises risk group screenings for sensorineural hearing loss under the Rotational Doctor Programme at the Mirny Central District Hospital.

To facilitate the early detection of occupational hearing diseases, the Company organises periodic medical examinations for employees. To protect workers from harmful factors that can cause respiratory diseases, the Company provides appropriate PPE for the respiratory system. PPE samples first undergo pilot industrial trials to identify the highest quality options best suited for use at a specific workplace, based on the identified harmful factors.

Number of ALROSA Group employees² with occupational diseases, units



Types of occupational diseases by category among ALROSA Group employees in 2025, units



GRI 403-6 GRI 14.16.7

2025 was designated as the year of professional longevity at ALROSA. The Company implemented a comprehensive

programme to identify and prevent various disease groups and to raise employee awareness regarding their personal health.

ALROSA projects to enhance professional longevity

Preventive medical check-ups for adults over 40 for the early detection of risk factors and socially significant diseases	- More than 7,000 employees were examined: 68% were diagnosed with arterial hypertension; 32% with metabolic syndrome; 7% with neoplasms of various localisations - All employees were registered with general practitioners and, where necessary, referred for treatment
In-depth medical examinations to identify chronic non-communicable diseases across specific medical specialties	- Over 5,500 screenings were performed in pulmonology, ENT, endocrinology, urology and gynaecology - The most common groups of pathologies were identified - Employees received recommendations for treatment and prevention
The Caring for Health programme focused on preventive treatment and preventing the progression of the acute phase of chronic diseases	14-day preventive health programme at the Gornyak healthcare centre: over 1,200 employees received gift certificates and discounts on service packages
The Well-Being Territory project focused on engaging employees in personal health management and informing them about health management tools	- Over 1,000 employees received training at the Health School using gamification methods through a mobile app - Individual reports with recommendations on correcting risk factors were prepared - A “health profile” of the Company was created outlining priority areas of development
Communications campaign to improve health literacy	- The Company produced 35 communication materials covering the Company's medical centre, health centres, screening programmes, and the Well-Being Territory project - Medical centre specialists gave interviews on the corporate radio and participated in the corporate programme “Good Morning” - Informational videos and posters regarding the medical centre's activities were displayed on corporate screens, in the newspaper “Mirny Worker”, and in residential building elevators

¹ Pursuant to Federal Law of the Russian Federation No. 426 “On Special Assessment of Working Conditions” dated 28 December 2013.
² In cases where an employee has multiple types of occupational diseases, the total figure is reported based on the number of affected employees rather than the number of disease types.

Prevention of emergencies

GRI 3-3 GRI 14.15.1 GRI 14.15.4

The probability of incidents, accidents¹, and natural or man-made emergencies² at ALROSA facilities is determined by the specifics of production activities, the operation of hazardous production facilities (HPF), and the geographical location of the enterprises.

To prevent the escalation of adverse situations in this area, the Company

implements a comprehensive set of measures annually.

As at the end of 2025, all ALROSA enterprises and mine sites, where applicable under current legislation, had in place ERPs, SPCC plans, and action plans for prevention and elimination of natural and man-made emergencies. The adjustment of ten action plans for prevention

and elimination of natural and man-made emergencies is scheduled for 2026.

In 2025 based on scenarios for potential incidents, ALROSA conducted six joint drills with territorial units of the Ministry of Emergency Situations of Russia.

In the reporting period, to prevent natural fires, the Company continued to imple-

ment measures to protect production facilities threatened by forest fires.

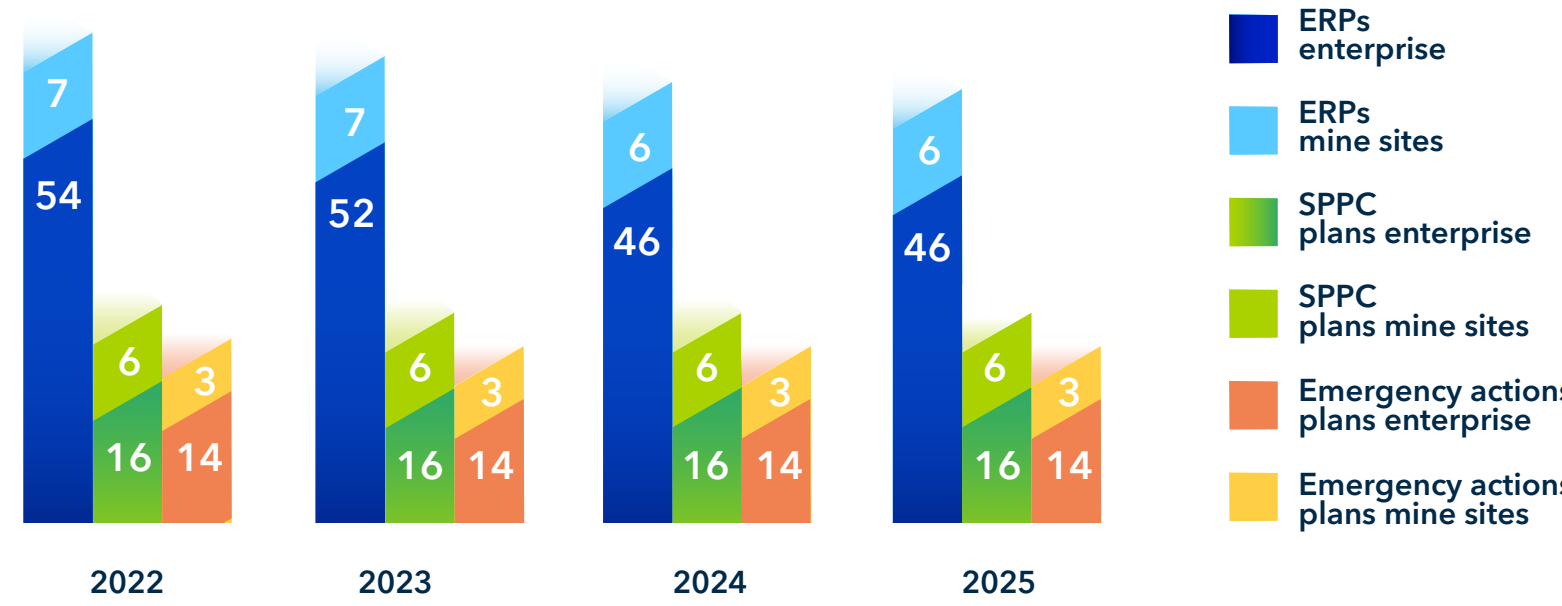
To enhance personnel competencies, ALROSA installed light-dynamic training boards containing information on how to operate the fire suppression systems most commonly used at its enterprises. To ensure the safe evacuation of personnel in the event of a fire, the Company's facilities were equipped with individual self-rescuers.³

In 2025 no accidents or man-made emergencies occurred within the Company; however, three incidents were recorded. The most serious incident occurred at the Company's underground mine as a result of a skip⁴ falling from its attachment⁵ in a vertical shaft used for hoisting mined rock to the surface and for exhausting used air. The immediate causes were the use of defective tools / equipment and erroneous actions during an abnormal situation. Following the investigation, the Company took measures to improve the reliability of protection against movement when the attachments are extended. The second incident took place during the dismantling of panel structures on a processing plant building using a crawler crane, while the third occurred during blasting operations at the Nyurba open-pit mine. No one was injured in the incidents.

Based on the investigation results, ALROSA identified the causes of these incidents and implemented organisational and technical measures to eliminate their consequences and prevent recurrence.

GRI 14.15.3

ALROSA Group facilities’ accident and emergency response documents



Emergency preparedness measures

Drafting of planning documents: - Action plans for containment and elimination of consequences of accidents at the HPF (emergency response plans, ERP) - Oil and petroleum product spill response plans (spill prevention, control, and countermeasure plans, SPCC) - Action plans for prevention and elimination of natural and man-made emergencies	Making contracts for services related to the containment and elimination of consequences of accidents and emergencies with professional emergency rescue teams and firefighting units	Theoretical (through briefings) and practical training (through drills and exercises, including involving professional emergency rescue teams, firefighting units, and representatives of state supervisory bodies) for personnel	Maintenance of reserves of material resources and financial funds for the containment and elimination of accidents and emergencies
Ensuring the operability of local alert systems at HPFs and their integration with municipal alert systems	Implementation of a comprehensive plan to prevent the spread of forest fires and a fire safety programme to protect production facilities threatened by forest fires	Implementation of flood control measures on rivers and reservoirs located near the Company's enterprises	Industrial safety expert review, diagnostics, testing, and certification of structures and technical equipment at HPFs

Measures to protect production facilities threatened by wildfires

-  Clearing dry vegetation, trees and shrubs from firebreaks around production facilities
-  Creating mineralised fire breaks 200 metres from production facilities
-  Inspecting first-response fire-fighting equipment
-  Checking that fire-fighting equipment storage points are fully stocked
-  Inspecting external fire-fighting water supply systems at production facilities

¹ Hereinafter, the terms “accident” and “incident” are defined in accordance with Federal Law No. 116-FZ dated 21 July 1997 “On Industrial Safety of Hazardous Production Facilities”.

² Hereinafter, the term “emergency” is defined in accordance with Federal Law No. 68-FZ dated 21 December 1994 “On the Protection of the Population and Territories from Natural and Man-Made Emergencies”.

³ PPE protecting the respiratory organs and skin from the harmful effects of combustion products, toxic substances, or chemicals

⁴ Self-dumping hoisting box for lifting loose and small-lump materials

⁵ Auxiliary device of hoisting equipment

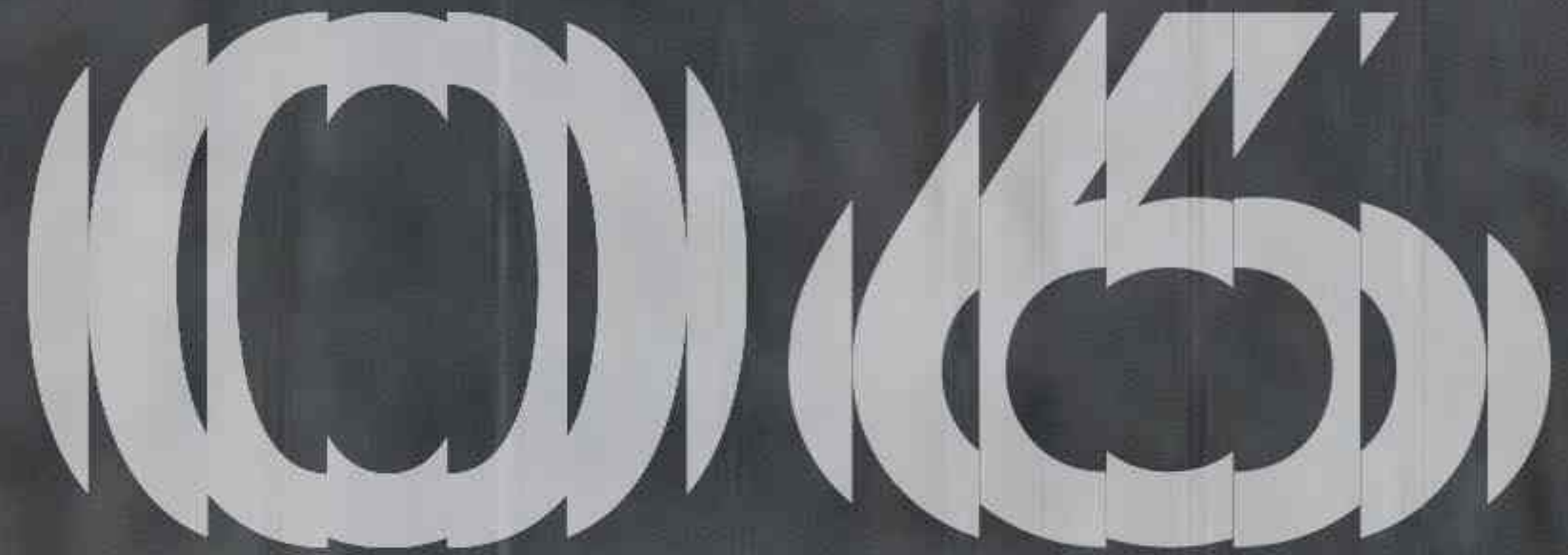
Next steps

Plans under the new sustainability programme up to 2029

	TARGET	PLANS UNDER THE PROGRAMME
HS1 Ensuring safe working conditions, zero fatalities and accidents	Zero fatalities among employees of ALROSA Group and employees of contractors at the production facilities	- Develop and apply the LOTO system at processing plants - Implement the updated occupational safety development program - Implement control and management of contractors at HPFs in accordance with the updated standard
	Zero accidents at production sites	- Implement the gas safety program at mines - Develop production and three-level control procedures - Provide training to employees in accordance with the updated Regulations on the Work Permit System
	Reduce Lost Time Injury Frequency Rate (LTIFR) to 0.16 by 2030 (with an annual reduction of 0.2 starting from 2025)	Improve the culture of use of personal eye protection equipment
	Reduce the total vehicle accident rate to 0.5 by 2030	- Equip vehicles with surround-view and radar systems - Improve the level of qualifications of drivers and those responsible for traffic safety, including training under the Defensive Driving programme
HS2 Reducing occupational disease rate	Ensure an annual decrease in occupational hazards to employees that affect the occupational disease rate	- Perform an SAWC at workplaces (if necessary) - Improve working conditions at workplaces
HS3 Improving the OHS management system	Certification of ALROSA Group subsidiaries for compliance with occupational health and safety management system standards	Certify subsidiaries for compliance with GOST R ISO 45001-2020
	Introduce innovative OHS technologies and digital tools (automation and digitalisation)	- Develop the Production Control automated information system (PC AIS) - Implement a computer vision and video analytics system for OHS at the Internatsionalny mine



CLIMATE CHANGE AND ENERGY EFFICIENCY



BY CARING
FOR THE CLIMATE
TODAY, WE ENSURE
STABILITY FOR FUTURE
GENERATIONS

Approach to managing climate-related issues 115

Climate-related risks and opportunities 120

Progress on greenhouse gas emissions and energy consumption in 2025 128

Next steps 132



2025 HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

IFRS S1 46

IFRS S1 51

TARGET

PROGRESS FOR 2025

Achieving at least a 6% reduction in direct and energy indirect greenhouse gas emissions (Scope 1 and 2) compared to the 2023 level by 2030	-8% vs 2023 -6% vs 2024	✓
Achieving the carbon neutrality of diamond production by 2030	The carbon neutrality of ALROSA diamond products was confirmed in 2025	✓
Ensuring greenhouse gas emissions intensity of diamond mining and manufacturing subsidiaries at a level not exceeding 0.0088 tons of CO ₂ -equivalent per m ³ of overburden by 2030 (with an annual decrease of 5% starting in 2025) ¹	0.011 tonnes of CO ₂ -equivalent/m ³ of rock mass +25.7% vs 2024	⦿

EN1 Reducing the carbon footprint of diamond production

- ✓ Completed
- ⦿ In progress
- ✗ Not accomplished

Information Regulations for Climate Risk Monitoring was developed

ALROSA approved corporate approach to integrating key climate risk indicators into operational activities

Climate-related transition risk assessment was completed with these risks included in the register of sustainability-related risks and opportunities

ALROSA received a diamond carbon neutrality certificate confirmed by an independent verifier

¹ Target of the Diamond Mining and Processing Operations.



WHY THIS MATTERS TO ALROSA

Operating in the fragile ecosystems of the North imposes a heightened responsibility on ALROSA, as climate change poses direct physical risks to the Company's infrastructure in the regions with permafrost soils. This underpins ALROSA's strategic commitment to a systematic, science-based climate policy. At its core lies not only a large-scale energy efficiency programme and a transition to low-carbon energy sources, but also the strategic utilisation of kimberlite ore's unique natural capacity to absorb atmospheric carbon. ALROSA's Climate Change Strategy functions simultaneously as a risk management mechanism and a catalyst for embedding responsible production practices.

MATERIAL TOPICS

- Climate change and GHG emissions

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

- Principle ⑦:** Businesses should support a precautionary approach to environmental challenges
- Principle ⑧:** Businesses should undertake initiatives to promote greater environmental responsibility
- Principle ⑨:** Businesses should encourage the development and diffusion of environmentally friendly technologies

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Stable and dynamic economy

REGULATORY DOCUMENTS

INTERNAL

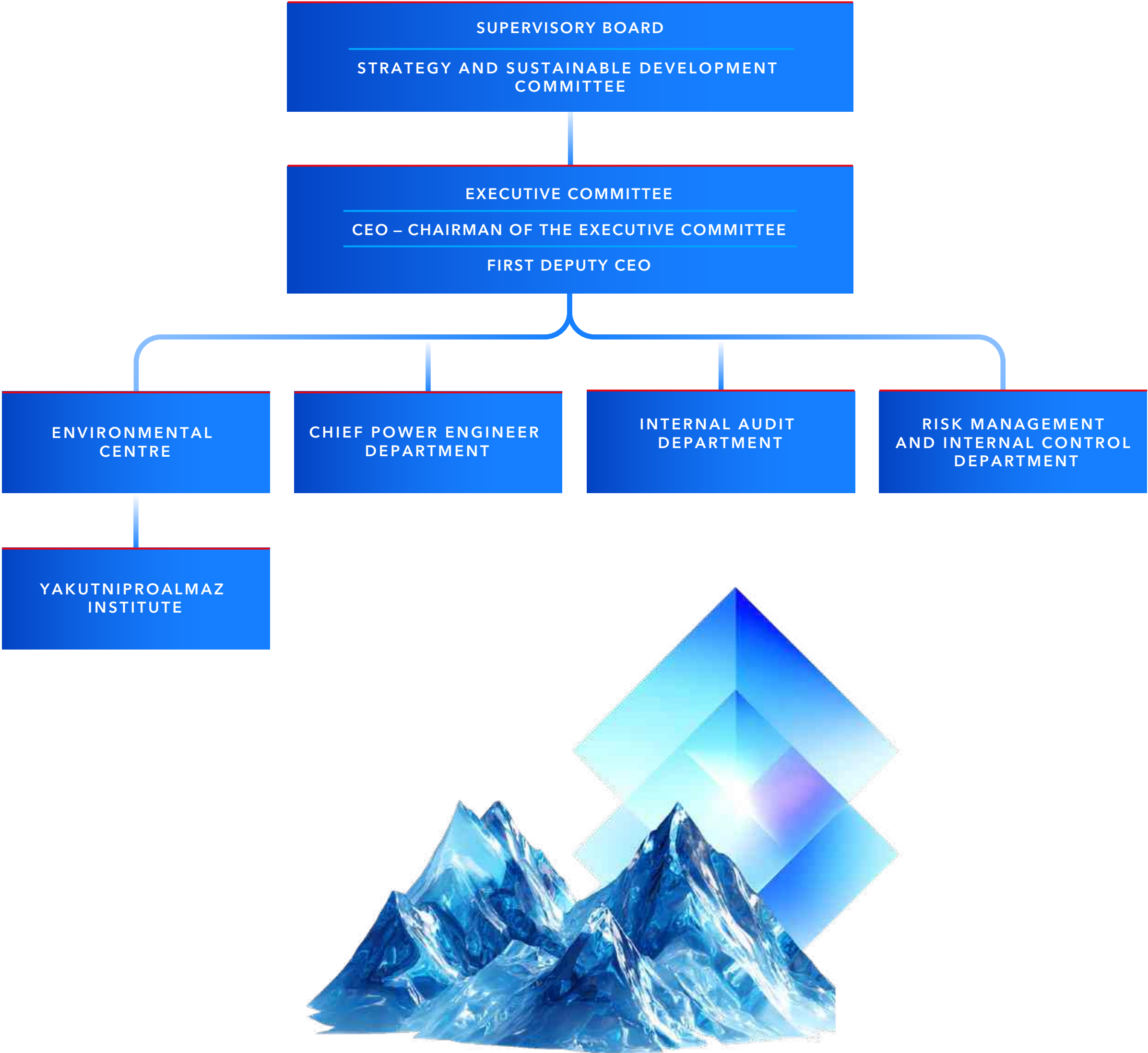
- [Environmental Policy](#)
- [Policy on Protection of Atmospheric Air](#)
- [Energy Efficiency and Energy Conservation Policy](#)
- [Policy on Responsible Consumption and Production \(Resource Saving\)](#)
- 2035 Climate Strategy
- 2035 Concept of Energy Saving and Energy Efficiency Improvement
- Corporate Standard "Environmental Protection. Functioning. Methodology for Quantifying GHG Emissions (Scope 1 and Scope 2)"
- Corporate Standard "Environmental Protection. Functioning. Methodology for Quantifying Indirect GHG Emissions (Scope 3)"
- Corporate Standard "Environmental Protection. Control. Quantification of the Carbon Footprint of Rough and Polished Diamonds Produced by ALROSA Group's Diamond Mining and Processing Operations"
- Corporate Standard "Methodology for Quantifying Carbon Dioxide Absorption"
- Methodological Recommendations on Sustainability-Related Risks and Opportunities



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	Setting and monitoring the implementation of strategic climate and energy efficiency objectives
Strategy and Sustainable Development Committee	- Review of the annual report on the implementation of the Climate Strategy as part of the Report on the Implementation of the ALROSA Group Development Strategy - Review of progress in implementing strategic measures to manage climate-related risks - Development of recommendations for the Supervisory Board on climate and energy efficiency matters
Executive Committee	Monitoring the implementation of the Climate Strategy measures, including the implementation of measures to manage climate-related risks
CEO — Chairman of the Executive Committee	- Assessment of the performance of the energy management system and the climate management system; monitoring the achievement of goals and the implementation of measures in this area - Approval of the annual report on the implementation of the Climate Strategy
Sustainability Working Group	Consideration of the annual report on the implementation of the Climate Strategy
Environmental Centre	- Development of documents on climate-related issues - Consolidation of a portfolio of climate-related projects - Quantification of GHG emissions, analysis of the results of GHG emission reductions due to the measures implemented - Management and monitoring of the implementation of the Climate Strategy
Director of the Environmental Centre	- Coordination of the work of those responsible for implementing Climate Strategy activities and overall coordination of interactions between Climate Strategy participants - Monitoring the quality of measures implemented under the Climate Strategy and compliance with implementation deadlines - Ensuring annual collection of data on the achievement of targets and preparation of a report on the implementation of the Climate Strategy - Where the annual deviation from one or more initiative targets exceeds 30%: preparation of proposals related to adjusting the list of activities, targets, and deadlines for the implementation of the Climate Strategy
Yakutnioproalmaz Institute (including its Permafrost Control Department)	Conducting research on issues related to climate change and its impact on the territories where the Company's enterprises operate
Risk Management and Internal Control Department	- Assessment of climate-related risks - Coordination of the risk management process and aggregation of information on climate-related risks
Internal Audit Department	Conducting an internal independent assessment of the effectiveness of the risk management system (including the management of climate-related risks)
Chief Power Engineer Department	- Development of energy efficiency measures as part of the operational efficiency improvement and cost reduction programme - Calculating energy consumption across structural divisions and establishing energy resource consumption records for various technological processes - Monitoring and tracking the performance of the energy management system
Heads of structural divisions	Oversight and the responsibility for the implementation of carbon and energy efficiency measures; climate-related risk management

ALLOCATION OF RESPONSIBILITY



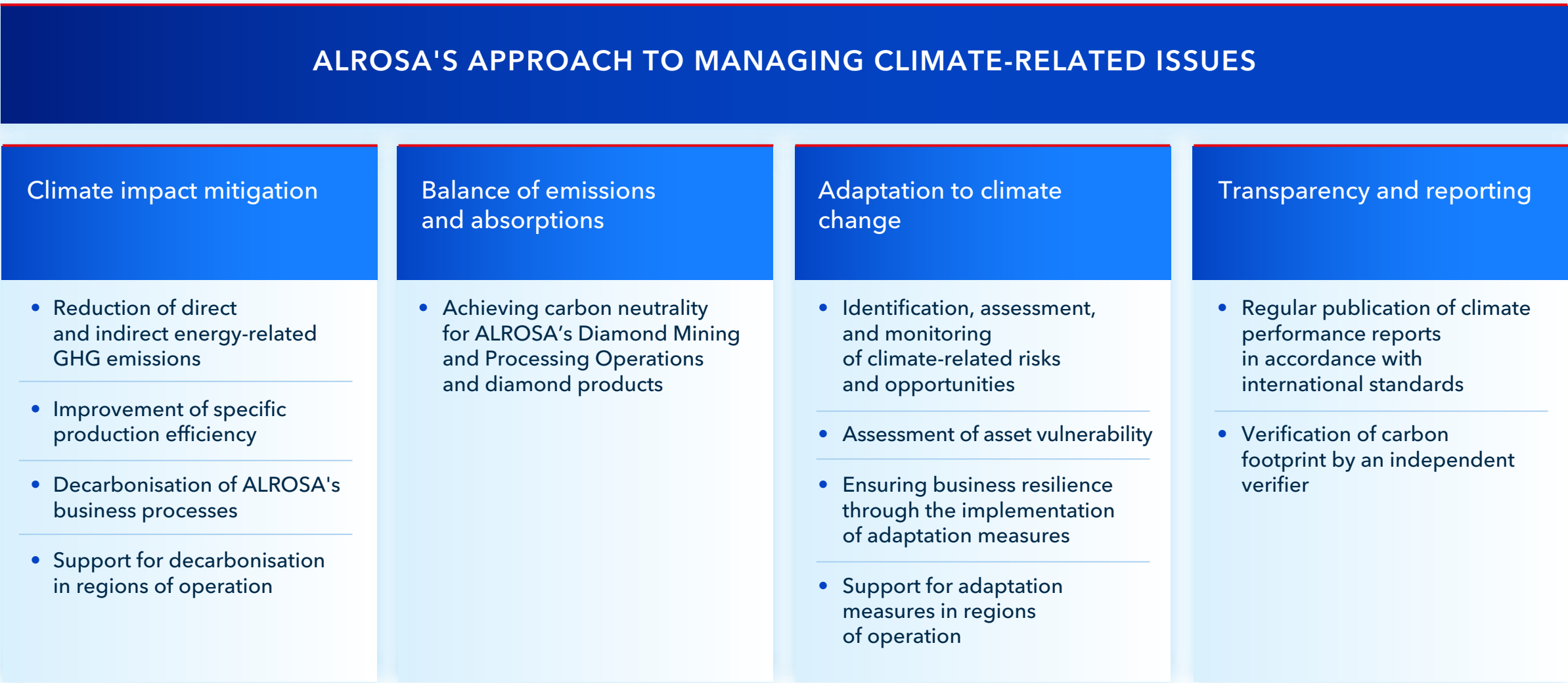
Approach to managing climate-related issues

GRI 3-3 GRI 14.1.1 PBCS 45 SASB EM-MM-110a.2

ALROSA’s operations as a major industrial enterprise inevitably generate significant greenhouse gas (GHG) emissions. The Company’s most substantial climate impacts stem from diesel combustion in mining equipment and vehicles, natural gas consumption, and the operation of stationary emission sources. At the same time, the Company itself is exposed to the impacts of climate change—ranging from permafrost degradation in mining areas to altered river hydrology and disrupted supply chains. This two-way interdependence shapes ALROSA’s strategic approach to safeguarding the Company’s sustainable development in a changing climate.

ALROSA’s Climate Strategy encompasses a comprehensive portfolio of measures designed to minimise climate impacts and adapt to changing conditions, thereby strengthening the resilience of the Company’s operational and social infrastructure. Furthermore, through these initiatives, ALROSA supports its regions of operations in achieving climate mitigation and adaptation targets. The Company’s commitments align with the Paris Agreement and the UN Framework Convention on Climate Change (UNFCCC), spanning a range of priority areas.

ALROSA’s principles and approaches to climate management are formalised in the 2035 Climate Strategy, the Environmental Policy, the Policy on Protection of Atmospheric Air, the Energy Efficiency and Energy Conservation Policy, and the Policy on Responsible Consumption and Production (Resource Saving). In 2025 ALROSA approved a Corporate Stan-



GRI 103-1 GRI 14.1.12

standard “Environmental Protection. Control. Quantification of the Carbon Footprint of Rough and Polished Diamonds Produced by ALROSA Group’s Diamond Mining and Processing Operations”.

MITIGATION OF CLIMATE IMPACTS

GRI 102-1 IFRS S2 14(a) IFRS S2 22(b)

The Company has established strategic targets to reduce direct and energy indirect greenhouse gas emissions from its production operations. Concurrently, it

is expanding its own renewable energy generation capacity, thereby contributing to the decarbonisation of electricity consumers’ processes across the Republic of Sakha (Yakutia).

ALROSA’s low-carbon transition strategy is built on a balance between decarbonisation goals and the need to ensure energy security in the Company’s host regions and energy equity—that is, accessible, affordable energy for local communities. The power supply to the ALROSA Group’s key production assets in the Western Energy Region of the Republic of Sakha (Yakutia) relies predominantly

on hydro generation, mainly via the Svetlinskaya HPP. As a result, the proportion of energy indirect emissions in the Company’s carbon footprint remains low. While this presents an advantage, it also constrains the potential for further GHG reductions through conventional power sector decarbonisation measures, such as replacing coal-fired generation with renewables.

ALROSA’s renewable energy targets are part of an integrated management framework, with the Energy Efficiency and Energy Conservation Policy reinforcing Company’s commitment to reduc-

GRI 102-1-b

CLIMATE MITIGATION HIERARCHY



 For more details on the measures, see [Environmental protection](#)



ing non-renewable energy consumption and increasing the share of low-carbon energy sources. The Company is steadily expanding its hydropower generation capacity through the upgrade of the Svetlinskaya HPP. The widespread use of variable renewables (solar, wind) is constrained by ALROSA's extreme-cold operating environment, requiring a balanced approach to securing reliable energy for both production and social infrastructure. Thus, the Company is developing a diversified and flexible energy portfolio designed to navigate uncertainty and maintain resilience.

ALROSA's efforts are focused, inter alia, on replacing coal and petroleum products with a low-carbon alternative: natural gas. The construction of gas pipelines and gas engine power plants is viewed as a measure to reduce GHG emissions while also ensuring reliable electricity and heat supply to production assets and local communities. In the long term, natural gas is expected to balance fluctuations in renewable energy output and stabilise local power grids. In parallel, the Company is upgrading equipment to reduce overall energy consumption as part of the Programme to Raise Operating Efficiency and Decrease Expenses.

Alongside emission reductions, ALROSA is also scaling up its carbon removal capacity. ALROSA has scientifically confirmed that its Diamond Mining and Processing Operations have achieved carbon neutrality, driven by the natural carbon absorption capacity of processed kimberlite ore. Building on this knowledge, the Company has implemented segregated tailings storage to acceler-

ate the natural mineral carbonation process of kimberlite. This approach ensures that carbon removals consistently exceed GHG emissions.

ALROSA's GHG emission reduction targets have been set taking into account:

- Russia's national climate priorities, as set out in the Strategy of Socio-Economic Development of the Russian Federation with a Low Greenhouse Gas Emissions until 2050;
- industry and technology constraints arising from a high share of Scope 1 direct emissions and an inherently low Scope 2 emissions base due to the use of hydropower;
- scenario analysis outcomes, including an ambitious pathway aligned with RCP¹ 4.5, the NGFS² Net Zero 2050, and the IEA³ Net Zero Emissions (NZE) scenario, which projects that meeting the Paris Agreement's ambitious targets by 2050 would limit global warming to 1.5°C.

The Company continues to refine its climate governance framework and is considering strengthening its targets as decarbonisation technologies advance. ALROSA reviews its climate targets every five years, following the assessment of the Sustainability Programme, or under the following circumstances:

- changes to existing, or the issuance of new, Russian and international regulations governing the accounting and control of greenhouse gas emissions and removals, where such regulations materially affect such accounting and control;

- significant events (e.g. M&As, or significant expansion/contraction of operations);
- technological changes (revisions to calculation methodologies, etc.);
- changes to the ALROSA Group's product portfolio;
- changes to calculation methodologies or emission factors, or the discovery of an error or a series of cumulative errors that, taken together, are material.

In the reporting year, the Company neither revised its previously approved climate targets nor recalculated its base year values.

¹ RCP (Representative Concentration Pathways) are climate change scenarios to project future greenhouse gas concentrations. These pathways (or trajectories) describe future greenhouse gas concentrations and have been formally adopted in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).

² NGFS (Network for Greening the Financial System) is a community of central banks and supervisory bodies willing to improve the environmental performance of the financial system. The community has developed a number of scenarios describing various combinations of physical risks associated with climate change and energy transition risks.

³ IEA stands for the International Energy Agency. The model developed by the IEA is a medium-term and long-term forecast of climate change based on the operation of energy markets.



ALROSA’s targets to reduce direct and indirect greenhouse gas emissions and the carbon footprint of diamond products

GRI 102-1

GRI 102-4

IFRS S2 29(a) (v)

IFRS S2 33

IFRS S2 36(b)

SASB EM-MM-110a.2

	TARGET ¹	BASE YEAR AND RATIONALE	BASE YEAR VALUE	TARGET YEAR
Greenhouse gas emissions by Scope 1, 2, 3	Achieving at least a 6% reduction in direct and indirect greenhouse gas emissions (Scope 1 and 2) compared to 2023 level by 2030 Metric used to measure and monitor progress towards the target: gross direct and energy indirect GHG emissions of ALROSA Group, tonnes of CO ₂ -equivalent The metric is measured and monitored annually	2023 2023 was selected as it fully reflects the outcomes of all previously implemented climate initiatives, providing a credible baseline for measuring future progress against already achieved, rather than inflated, levels	1,434,185 tonnes of CO ₂ -equivalent	2030
	Ensuring greenhouse gas emissions intensity of diamond mining and manufacturing subsidiaries at a level not exceeding 0.0088 tonnes of CO₂-equivalent per m³ of overburden by 2030 Metric used to measure and monitor progress towards the target: ratio of gross GHG emissions to rock mass processed in the reporting year, tonnes of CO ₂ -equivalent/m ³ The metric is measured and monitored annually	2023 Same rationale as for the first target	0.0091 tonnes of CO ₂ -equivalent/m ³ of overburden	2030
Carbon footprint of diamond products	Achieving the carbon neutrality of diamond production by 2030 Metrics used to measure and monitor progress towards the target: - Balance of GHG emissions and removals for the ALROSA Group’s Diamond Mining and Processing Operations, kg of CO₂-equivalent - Carbon footprint of rough diamonds, kg of CO₂-equivalent/carat The metrics are measured and monitored annually	2021 The baseline year was selected as the first full GHG inventory for the ALROSA Group’s Diamond Mining and Processing Operations was conducted in accordance with ISO 14064-1:2018 requirements for 2021	Carbon neutrality achieved	2030

IFRS S2 35

The Company maintains an Action Plan for the implementation of ALROSA Group’s 2035 Climate Strategy, with progress reviewed annually by the Strategy and

Sustainable Development Committee. The Company undertakes annual verification of its GHG emissions and removals in compliance with ISO 14064-1:2018.

For further details on progress towards ALROSA’s climate-related targets, see the section “Progress on greenhouse gas emissions and energy consumption in 2025”.

Metrics and targets for climate-related environmental risks are provided in the Environmental protection section.

¹ Biogenic emissions are not typical of the Group’s operations and are therefore excluded from its targets. The calculation of direct emissions includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). The calculation of energy indirect emissions includes carbon dioxide (CO₂). The calculation of other indirect emissions includes carbon dioxide (CO₂). Scope 2 targets are established using the location-based method. Scope 3 targets cover the following categories: 1 Purchased goods and services, 2 Capital goods, 3 Fuel- and energy-related activities, 6 Business travel, 7 Employee commuting and 15 Investments.
² The target has been set for ALROSA’s Diamond Mining and Processing Operations.

WHAT ALROSA IS PROUD OF

CONFIRMATION OF CARBON NEUTRALITY OF ALROSA ROUGH DIAMONDS

In 2025 ALROSA confirmed the carbon neutrality of its rough diamonds. The carbon footprint assessment was underpinned by research conducted by scientists from Lomonosov Moscow State University between 2021 and 2023. Their extensive theoretical, bench, and field studies scientifically validated kimberlite’s CO₂ absorption capacity and quantitatively determined the sequestration potential of processed ore.

As part of an independent verification process, the quantitative carbon footprint assessment of ALROSA’s rough diamonds and the associated reporting documentation were audited for compliance with ISO 14067:2018.



Initiatives outlined in the Climate Strategy are integrated into the Programme to Raise Operating Efficiency and Decrease Expenses. The Company develops the Programme annually, with a planning horizon aligned with the ALROSA Group Development Strategy. The Programme is designed to deliver strategic targets, including measures to enhance energy efficiency across specific sites and production processes. It is reviewed by the Executive Committee and approved by the Supervisory Board. The Chief Power Engineer Department oversees the implementation of energy conservation and efficiency initiatives. The Programme encompasses both established measures (e.g. deployment of energy-efficient LED lighting, equipment modernisation) and emerging industry practices (e.g. implementation of best available technologies (BAT), expansion of secondary energy resource utilisation). For each initiative, the Company calculates planned effects, including projected savings in fuel and energy resources, expressed in both physical and monetary terms. Annually, the Supervisory Board reviews and approves a report on the implementation of the Programme to Raise Operating Efficiency and Decrease Expenses.

PBCS 18

To improve production energy efficiency, promote sustainable resource utilisation, and minimise environmental impact, ALROSA piloted an energy management system compliant with ISO 50001:2018 across three MPDs. The Company intends to identify areas for system improvement and subsequently extend the framework to other Group entities.

i For further details on climate mitigation initiatives, refer to the section “ALROSA’s initiatives to manage climate-related risks and opportunities”.

IFRS S2 29(e)

ALROSA adjusts the budget for implementing its 2035 Climate Change Strategy annually during the corporate budgeting and strategy formulation process, taking into account financial capacity and existing constraints. In 2025 the expenditure related to Strategy activities amounted to RUB 2.9 billion.

IFRS S2 6(a) (v)

IFRS S2 29(g)

PBCS 47

The Company establishes specific KPIs each calendar year for executives responsible for implementing Climate Strategy initiatives. In 2025 Strategy implementation KPIs were formally integrated into the remuneration framework for heads of structural divisions and ALROSA Group subsidiaries. Furthermore, during the reporting year, the GHG emissions intensity target was incorporated into the Company’s innovation performance metrics, as part of the approved Programme for Innovation Development and Technological Upgrade up to 2028, with an outlook to 2030.

CLIMATE CHANGE ADAPTATION

GRI 102-2

IFRS S2 14(a) (ii)

Extreme weather conditions, permafrost thawing, and other environmental phenomena — regardless of their direct link to climate change — may adversely impact ALROSA’s profitability, cash flows, and financial position. To ensure asset climate resilience, the Company implements a comprehensive portfolio of measures:

- identification, assessment, prioritisation, monitoring and forecasting of climate-related risks;

- monitoring and tracking of evolving climate risk factors;
- adaptation measures for permafrost thawing impacts;
- water scarcity risk management initiatives;
- logistics risk management initiatives;
- preparedness for seasonal emergencies and the impacts of extreme meteorological events;
- risk insurance.

ALROSA’s climate adaptation measures span a broad range of areas, from geo-technical monitoring and ground thermal stabilisation to logistics management. These initiatives are developed and executed by various functional divisions that prepare annual action plans for each area. KPIs are established for each division, aligned with its specific operational responsibilities. Operational management and control are performed by the Executive Committee, while the Strategy and Sustainable Development Committee tracks progress on strategic climate risk management initiatives. This dual approach enables the Company to respond flexibly to local climate-related risks through specialist expertise, while also establishing a robust climate adaptation framework at the strategic level. To support the implementation of the Climate Strategy, the Company plans to develop a unified ALROSA Group Climate Adaptation Plan to 2035.

Measures to mitigate physical risks, including climate-related impacts, are integrated across all stages of the asset lifecycle — from the design and construction of buildings, industrial and social infrastructure, through to ongoing operation.

IFRS S2 29(c)

PBCS 69

PBCS 70

In addition to monitoring key risk indicators, ALROSA conducts an annual assessment of the climate vulnerability of its capital assets. Each asset is evaluated based on its exposure to specific climate risk factors. For every asset, the Company develops a tailored adaptation action plan to address the impacts of materialised risks and calculates potential damages, should the asset be damaged or destroyed. In 2025 this assessment covered 130 assets. The register of assessed assets has been integrated into the register of sustainability-related risks and opportunities to facilitate the management of identified climate-related physical risks.

Alongside the ongoing operation and enhancement of its corporate permafrost monitoring system, ALROSA places significant emphasis on scientific research into

To monitor and manage the condition of permafrost soils beneath building and structure foundations, ALROSA maintains a Permafrost Control Department. The Department’s key responsibilities include:

- monitoring soil temperatures to ensure compliance with standards guaranteeing ground bearing capacity and structural stability;
- identifying thaw zones in foundation soils that negatively impact bearing capacity;
- detecting and tracking filtration processes on hydraulic structures, identifying influencing factors and assessing their impact on asset safety;
- developing recommendations for managing freezing systems at underground mine headgears;
- assessing the operability of seasonal cooling devices using thermal imaging and the effectiveness of measures to restore the frozen state of soils beneath the foundations of buildings and structures.

i For further details on climate adaptation initiatives, refer to the section “ALROSA’s initiatives to manage climate-related risks and opportunities”.

GRI 102-2

IFRS S2 29(e)

permafrost dynamics and the influence of shifting climate risk factors. For example, at the initiative of ALROSA’s Environmental Centre, the Federal Research Centre “Yakutia Scientific Centre” of the Institute of Biological Problems of the Cryolithozone conducted research between 2022 and 2023 to assess the impact of wildfires on the ecosystems of the Republic of Sakha (Yakutia) and forecast ecosystem recovery trajectories. Experts found that in Yakutia, rising fire risk increases the threat of permafrost degradation, as forest cover plays a critical stabilising role in the cryolithozone. Accordingly, strengthening forest fire protection and undertaking reforestation on disturbed lands have become one of the priority adaptation measures for ALROSA. These initiatives will help mitigate ground thawing and preserve the structural integrity of buildings and structures.

Operating expenses for the implementation of climate adaptation measures in 2025 amounted to RUB 26.2 million.



STAKEHOLDER
ENGAGEMENT
ON CLIMATE-RELATED
MATTERS

GRI 2-29 GRI 102-1 GRI 102-2

To achieve the objectives of its Climate Strategy, ALROSA has established a structured engagement process with stakeholders, including government authorities, industry peers, scientific and public organisations, and local communities. When designing and implementing climate mitigation and adaptation initiatives, the Company considers the interests and views of all stakeholders and takes measures to minimise potential adverse impacts. For instance, ALROSA’s projects to convert facilities to gas and to increase hydropower generation are aimed at enhancing the reliability of energy supply, including to local communities. The commissioning of the fourth hydro unit at the Svetlinskaya HPP will enable the Company to supply electricity to an additional 100,000 households. To increase the generation capacity of the Svetlinskoye Reservoir to its design elevation. As part of this project, in collaboration with the Institute of Archaeology and Ethnography of the Siberian Branch of the Russian Academy of Sciences, the Company conducted rescue archaeological excavations to salvage cultural heritage assets of regional significance located within the reservoir impact zone. The Department for the Protection of Cultural Heritage Objects of the Republic of Sakha (Yakutia) confirmed that all preservation works were completed in full, in accordance with legislative requirements.

ALROSA actively collaborates with customers, business partners, industry peers, and sectoral associations to advance and

promote best-practice decarbonisation methods. The Company participates in meetings held by the Environmental Council under the Head of the Republic of Sakha (Yakutia) and the Collegium of the Ministry of Environment, Natural Resources and Forestry of the Republic of Sakha (Yakutia), where it shares its experience in implementing projects to reduce the carbon footprint.

ALROSA’s climate-related initiatives do not result in job reductions; on the contrary, they create new roles and foster the development of new competencies. For example, as part of the 2025 implementation of projects to gasify its industrial sites, the Company delivered training under the “Boiler House Operator” (29 participants) and “Gas Equipment Maintenance and Repair Technician” (14 participants) programmes. Successful trainees were

awarded relevant professional qualifications. Annually, the Corporate University trains motor vehicle mechanics for the repair of gas-powered vehicles, and drivers licensed to operate such vehicles. In the reporting year, 133 people (84 mechanics and 49 drivers) received training.



WHAT ALROSA
IS PROUD OF

ALROSA’S PARTICIPATION
IN THE 6TH NORTHERN SUSTAINABLE
DEVELOPMENT FORUM

Participants in the 2025 6th Northern Sustainable Development Forum, “The North and the Arctic — Partnership in a Changing World”, discussed approaches to developing regional climate regulation models and collaborative measures to address climate challenges through government-business partnership. To facilitate these discussions, the Ministry of Economy of the Republic of Sakha (Yakutia), in partnership with ALROSA and the Arctic Research Centre of Yakutia, organised a working session titled “Developing Future Climate Regulation Systems in Geostrategic Territories of the Far Eastern Federal District”. ALROSA also presented innovative practices in the area of low-carbon development.



Climate-related risks and opportunities

MANAGEMENT APPROACH

- GRI 3-3
- GRI 14.2.1
- GRI 201-2
- GRI 14.2.2
- IFRS S2 25(a)
- IFRS S2 25(c)
- PBCS 53

ALROSA continuously refines its approach to identifying, assessing, prioritising, monitoring, and managing climate-related risks and opportunities. The Company’s methodology incorporates analysis across multiple time horizons to evaluate risk materiality in the context of business planning. ALROSA monitors regulatory developments, including potential carbon pricing mechanisms at regional or federal levels in Russia, and assesses the impact of international carbon regulations on its operations. The Company also closely analyses consumer preferences. Where relevant, these insights are integrated into mid- and long-term forecasts, incorporating potential energy transition scenarios. This assessment, alongside external expert evaluations (including findings from the IPCC Sixth Assessment Report), informs ALROSA’s climate strategy, capital allocation priorities, and climate target setting.

Management of climate-related risks and opportunities is integrated into ALROSA’s overarching risk management framework. The Company evaluates risks and opportunities holistically across strategic, operational, and corporate perspectives — across three defined time horizons:

- short-term: up to five years (aligned with the Company’s strategic planning cycle);

- medium-term: five to twenty years (aligned with targets under ALROSA’s Environmental and Climate Strategies);
- long-term: over twenty years (aligned with the average life cycle of ALROSA assets).

At the same time, ALROSA annually assesses critical risks, updates the map of critical risks and develops an Action Plan to mitigate them. This enables the Company to promptly adapt strategic solutions to changing conditions.

PBCS 71

The Company considers both physical¹ and transition² climate-related risks. As at the end of 2025, climate-related physical risk assessments had been completed for 80% of assets, representing over 88% of the ALROSA Group’s rough diamond production.

 For further details on the identification, assessment, prioritisation, monitoring and management of sustainability-related risks and opportunities, refer to the section “[Management of sustainability-related risks and opportunities](#)”.

¹ Climate-related physical risks are risks whose materialisation leads to direct damage to business operations, infrastructure assets, and the natural environment.
² Climate-related transition risks are risks whose materialisation imposes additional financial and administrative burdens on business operations.

ALROSA’s approach to identifying and assessing climate-related physical risks





In 2025 ALROSA completed the R&D project **“Impact of Climate Change on the Response of the Natural and Technical Environment at ALROSA Group Sites”**. To project future climate changes, the Company utilised data from the CMIP6 (Coupled Model Intercomparison Project Phase 6) model ensemble. The analysis was conducted under three scenarios:

- Scenario 1: no trend in air temperature change;
- Scenario 2 (SSP1-2.6): low greenhouse gas emissions, with a projected temperature increase of +1.7°C by 2050;
- Scenario 3 (SSP2-4.5): a projected temperature increase of +2.1°C by 2050.

According to the findings, provided that the established operating rules for the facilities are observed, no critical risk levels were identified under any of the forecast scenarios over a 50-year time horizon. Current climate-related physical risks are classified as moderate and manageable, confirming the adequacy of existing adaptation measures.

Key R&D outcomes:

- An ice content map, alongside combined maps of mean annual air temperatures and the frost coefficient for ALROSA's operational territories, have been developed. These tools enable the assessment of permafrost landscape resilience to climate drivers (e.g. rising mean annual temperatures and increased snow depth), allowing for timely interventions to mitigate the adverse impacts of climate warming and permafrost degradation should critical thresholds be breached.
- The resilience of industrial infrastructure in Mirny, Udachny, Aikhal, and Nakyn has been evaluated. A 50-year climate forecast under the three scenarios has been prepared, identifying local risk zones. These results will directly inform the development of targeted climate adaptation measures.
- Specialised equipment, including thermistor strings¹ and data loggers², has been installed to monitor changes in rock temperature and to provide background geothermal monitoring across the Company's area of operations.
- Based on the analysis of climate factor dynamics, key climate risk indicators have been established, covering meteorological, geocryological, hydrological risks, and risks associated with forest fire activity.
- Information Regulations for Climate Risk Monitoring have been developed.

In early 2026, the Company approved an approach for integrating key climate risk indicators (KCRI) into ALROSA's operational activities, and appointed designated personnel responsible for monitoring KCRI and escalating breaches of defined thresholds.

In the reporting year, the Company also incorporated climate-related transition risks into the register of sustainability-related risks and opportunities, namely:

- additional costs associated with mandatory validation of GHG emissions reporting;
- additional costs resulting from the implementation of GHG emission quotas or a carbon tax;

- revenue decline due to a weakening industry standing in terms of GHG emissions intensity;
- reduced investment inflows resulting from misalignment with stakeholder expectations on climate-related governance.

For each transition risk, ALROSA has identified a list of risk factors and developed targeted mitigation measures, assigning clear ownership for implementation.

The Company also identifies, assesses and develops measures to manage climate-related opportunities. In the reporting year, ALROSA included in the register of sustainability-related risks and opportunities the

opportunity to implement greenhouse gas capture and storage solutions, in particular a project to increase carbon absorption, the registration of this project as a climate project, and the issuance of carbon units.

 For further details on sustainability-related risks and opportunities, refer to the section [“Management of sustainability-related risks and opportunities”](#) and Appendix [“Key sustainability-related risks and opportunities of ALROSA”](#).

¹ A thermistor string is a specialised piece of equipment used to measure frozen ground temperature during geotechnical or background monitoring.

² A data logger is a device for the automatic recording of specific parameters at a set frequency.

ALROSA Group's key climate-related physical risks

CLIMATE RISK	RISK FACTORS	POTENTIAL IMPACT
Compromise of the structural integrity of production buildings and infrastructure due to permafrost thawing	- Climate change driving permafrost degradation in operating regions - Failures at hydraulic structures linked to natural disasters - Technogenic incidents triggered by permafrost thaw	- Destruction/damage of foundations due to ground subsidence, including subsidence caused by disturbance of the thermal insulation layer during construction - Deformation of process pipe racks and pipeline damage/spatial distortion - Loss of geometric integrity and leakage in storage tanks
Reduced process efficiency due to lack of water resources	- Natural disasters (climate-related events, wildfires, floods) - Water resource shortages driven by climate change (drying of withdrawal sources, droughts)	- Increased production costs due to the need for additional groundwater wells or backup reservoirs - Production interruptions caused by water shortages in operational processes
Restricted river navigation due to declining water levels	- Natural disasters (climate-related events, wildfires, floods) - Declining river water levels	- Periodic/systematic restriction of vessel cargo capacity - Reduced accessibility of port infrastructure - Increased logistics costs for goods and materials delivery
Disruption of transport/logistics due to flooding or road washouts	- Natural disasters (climate-related events, wildfires, floods) - Rising river water levels - Increased precipitation during warmer months	- Higher logistics costs for goods and materials delivery and employee transport - Disruption to the timely delivery of goods and materials/transport of employees
Partial/complete flooding of sites, buildings and structures during flood periods	- Natural disasters (climate-related events, wildfires, floods) - Rising river water levels - Increased precipitation during warmer months	- Increased maintenance intensity for buildings/infrastructure (more frequent repairs): accelerated corrosion, foundation scouring - Warehouse flooding and damage to stored goods and materials - Waterlogging, hindering equipment movement - Power supply interruptions due to damaged transmission towers
Production disruption/shutdown due to fire hazard	- Natural disasters (climate-related events, wildfires, floods) - Increase in the number of days with high fire danger - Increase in the number of thunderstorm days	- Temporary production halt due to elevated fire risk and smoke - Damage to buildings and infrastructure - Interruption of goods and materials delivery and staff transport due to road closures near fires - Power supply interruptions due to damaged transmission towers - Reduced efficiency of electricity transmission: soot contamination may cause flashovers on 110/220 kV overhead lines

ALROSA’S INITIATIVES TO MANAGE CLIMATE-RELATED RISKS AND OPPORTUNITIES

GRI 305-5

GRI 14.1.9

ALROSA Group’s climate impact mitigation measures

FOCUS AREA	MEASURES	COMPANY’S FACILITIES	KEY OUTCOMES IN 2025	REDUCTION/PREVENTION OF GHG EMISSIONS (2025), tonnes of CO ₂ -equivalent
Implementation of organisational measures to improve the efficiency of operations	Implementation of the Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group	Key production facilities (Aikhal MPD, Udachny MPD, Mirny and Nyurba MPD, etc.)	ALROSA achieved fuel and energy resource savings of ~RUB 810 million across the ALROSA Group, against total implementation costs of ~RUB 10 million for energy consumption reduction measures	3,263.9 tonnes of CO ₂ -equivalent
Conversion of vehicles to gas fuel	Conversion of industrial transport to compressed natural gas (CNG)	Aikhal MPD	- ALROSA completed engineering geodetic and geological surveys; developed documentation for the technical upgrade of the CNG filling station in Aikhal; obtained and registered an industrial safety expert review conclusion with Rostekhnadzor - Design and working documentation was developed for the construction of a CNG filling station in Mirny - Engineering surveys and design documentation for the construction of a CNG filling station in Udachny have been included in the 2026 plan	A quantitative assessment of the impact of the projects is planned for subsequent periods
Connection of production facilities to gas supply	Improvement of the energy efficiency of production processes, their connection to gas supply	Udachny and Udachny MPD facilities, Mirny and Nyurba MPD facilities in Nakyn	- ALROSA commissioned two gas boiler houses for the Udachny gasification project and completed the large-scale transition of Udachny and Udachny MPD assets to natural gas heating - The Nakyn Stream gas pipeline was launched to supply the new gas engine power plant complex, with a main gas pipeline (~161 km), a distribution gas pipeline (2.9 km) and a fibre-optic communication cable (165 km) laid. The new power plant will generate approximately 70 million kWh annually	A quantitative assessment of the impact of the projects is planned for subsequent periods
HPP upgrade, capacity expansion, use of renewable energy	Expansion of hydropower generation	Svetlinskaya HPP (Vilyuiskaya HPP-3)	- ALROSA conducted work to raise the level of the Svetlinskoye Reservoir to its design levels: delivered, assembled, and commissioned a floating intake pumping station for the Svetly settlement; obtained the certificates of readiness of the Svetlinskoye Reservoir basin and of the headworks and secured approval from the Federal Agency for Water Resources for the operation of the Svetlinskoye Reservoir at its design levels - Construction of the start-up complex of hydro unit No. 4 progressed: general construction works were completed; the main hydropower, hydromechanical and electrical power equipment for the start-up complex was delivered in full; contracts for the installation of the hydro unit and electrical power equipment were signed; and procurement procedures for the large-scale assembly and installation of the hydromechanical equipment are currently under way	3,756 tonnes of CO ₂ -equivalent

FOCUS AREA	MEASURES	COMPANY’S FACILITIES	KEY OUTCOMES IN 2025	REDUCTION/PREVENTION OF GHG EMISSIONS (2025), tonnes of CO ₂ -equivalent
HPP upgrade, capacity expansion, use of renewable energy (continue)	Use of solar power	Nakyn production site and stopover refuelling stations, power grid company	- ALROSA continued operation of autonomous solar-powered stations at stopover refuelling stations on winter roads - It commissioned solar thermal collectors for summer operation to supply hot water to the worker camp - The Company approved plans to purchase solar PV system kits for the Vilyuyskaya Geological Exploration Expedition, for use by field crews at geological work sites. Based on the operating results, a decision will be taken on scaling up the initiative - Pilot operation of a 15 kW solar PV plant continues: 28 solar panels, each rated at 520 W, generate electricity predominantly during the summer months	A quantitative assessment of the impact of the projects is planned for subsequent periods
Intensification of kimberlite absorption capacity	Carbon footprint assessment of diamond products and independent verification in accordance with ISO 14064-1:2018 Implementation of a climate project	ALROSA Group as a whole	- The carbon neutrality of ALROSA's rough diamonds was confirmed for 2024 - The Mirny and Nyurba MPD launched a climate project employing segregated tailings storage technology	A quantitative assessment of the impact of the projects is planned for subsequent periods
Mine electrification and assessment of potential hydrogen utilisation technologies	Monitoring and research of the market for hydrogen engines, study of prototypes of hybrid dump trucks (diesel fuel and electricity) and multi-fuel dump trucks (LNG, hydrogen and electricity)	ALROSA Group as a whole	- ALROSA analysed existing technical solutions and mining industry trends in friendly countries - It selected relevant technologies for further discussion and prioritisation based on the Company's requirements	—
	Monitoring and research of the market for mine electrification equipment, negotiations with equipment suppliers	ALROSA Group as a whole		—

ALROSA Group’s climate change adaptation measures

TYPE	AREA	DESCRIPTION
Planning, organisational and design measures	Foundation design for buildings and structures	ALROSA’s design solutions incorporate climate-related physical risks, including permafrost degradation: • The foundational principle of these solutions is the preservation of permafrost conditions. When designing foundations on permafrost, ALROSA adheres to relevant Russian regulatory and technical standards. Foundation depth is calculated based on the projected thermal interaction between the structure and the ground. The Company establishes the minimum foundation embedment depth based on the design depth of seasonal soil thaw. This takes into account the mean multi-year air temperature over the period of positive temperatures and the duration of that period • Depending on the consequence class¹ of the facility or in cases of significant shifts in near-surface air temperatures, ALROSA utilises current Roshydromet data. This enables the integration of long-term near-surface air temperature rise scenarios into the design, covering the entire operational lifecycle of the asset • ALROSA incorporates safety margins into engineering systems (including ground thermal stabilisation) during the design phase, thereby minimising risks associated with permafrost thawing
	Engineering and geological surveys	For ALROSA operating in the permafrost region, it is critically important to underpin its design work with reliable baseline data on the engineering geocryological conditions of the project site. The Company's specialists conduct engineering surveys in strict compliance with applicable Russian regulatory and technical standards. ALROSA carries out engineering geological surveys for the sites included in the annual thematic work plan, which is formulated by Yakutniproalmaz Institute based on submissions from structural divisions. Additionally, upon specific requests, the Company conducts engineering and geological surveys for the design of capital construction projects, reconstruction, and routine maintenance. In 2025 surveys were completed for 14 assets
	Predictive modelling and digital twin development	ALROSA is establishing a continuous modelling, forecasting, and rapid response system through digital twins. The Mining and Geological Information System (MGIS) enables the creation of accurate 3D models of underground and open-pit mines. The system provides a unified digital environment for ALROSA’s entire engineering hierarchy, from frontline technical staff (district surveyors, geologists, geotechnical and hydrogeological engineers, etc.) to senior Company experts, including the design institute. By leveraging the MGIS, the Company plans mining operations with high precision, reducing energy, water, and reagent consumption per tonne of finished product. The system was commissioned for full-scale operation in March 2025. In the reporting year, ALROSA’s project “Adaptation of the Mineframe Mining and Geological Information System” secured the “Practical Import Substitution” award at the digital mining project competition Mining Industry 4.0. In 2025 the Company conducted studies at the Svetlinskaya HPP, resulting in the creation of a spatial model of the left-bank slope and stability calculations for the dam. The results confirmed full compliance with regulatory standards, provided permafrost conditions are maintained
Monitoring and control measures	Geotechnical monitoring	ALROSA carries out geotechnical monitoring during both the construction and operational phases of its facilities. Geotechnical monitoring activities are aimed at ensuring the stability of pit walls and benches, cuts and dump slopes, the stability of all structural elements of underground mining facilities, monitoring the displacement of protected structures during open-pit and underground mining operations (including in real time), predicting and preventing gas-dynamic phenomena, and similar objectives. The planning and execution of geotechnical monitoring are provided by the operating organisation, while the actual monitoring, data collection, analysis and the issuing of recommendations are the responsibility of the Geotechnical Service of the Company
	Routine monitoring	The Company carries out a comprehensive programme of routine monitoring², comprising observations of ground temperatures beneath the foundations of buildings, structures, industrial facilities and hydraulic structures (hereinafter — hydraulic structures) using thermometric boreholes³, and observations of the piezometric head of groundwater⁴ at hydraulic structures. Automated remote monitoring systems collect and process the recorded data in real time or at pre-set intervals. Facility operators, in coordination with specialists from the Permafrost Control Department, conduct regular inspections to verify the operational status of seasonal cooling devices (hereinafter, SCDs)⁵ and ensure the uninterrupted control of forced ground freezing systems⁶. Specialists produce reports containing conclusions on the thermal state of the foundation soils of the facilities, along with recommendations. If critical deviations are detected, specialists promptly notify the operating organisations and responsible persons within the Company and, where necessary, initiate a joint inspection to take priority measures to prevent the development of adverse processes. ALROSA also develops an annual programme for the installation of additional thermometric boreholes and SCDs

¹ The consequence class of a structure is determined according to its structural class, as set out in “GOST 27751-2014. Intergovernmental Standard. Reliability of Building Structures and Foundations. Basic Provisions”.

² Routine monitoring is a system of regular, continuous or periodic measurements carried out to track the current dynamics and long-term changes of environmental parameters and geological processes.

³ Thermometric boreholes are dedicated observation wells designed to measure the temperature of rocks and groundwater at various depths, in particular for monitoring the thermal regime of the foundations of buildings and linear infrastructure.

⁴ Piezometric head is the height to which water rises in a borehole (piezometer) drilled into an aquifer. It reflects the magnitude of excess hydrostatic pressure.

⁵ A seasonal cooling device is a refrigeration unit (thermostabiliser) that operates by utilising low winter air temperatures and is designed to freeze thawed ground or cool frozen ground beneath the foundations of structures in permafrost regions.

⁶ Forced (active) ground freezing systems are engineered systems designed to artificially cool the ground to sub-zero temperatures using refrigeration units. Unlike SCDs, ground freezing systems require a continuous external power supply.

TYPE	AREA	DESCRIPTION
Monitoring and control measures (continue)	Routine monitoring (continue)	As at the end of 2025, specialists from the Permafrost Control Department were monitoring permafrost soils across 417 industrial and social assets of ALROSA Group: • 221 assets in Mirny; • 93 assets in Udachny; • 51 assets in Aikhal; • 50 assets at the Nakyn production site; • 2 assets at the Verkhne-Munskoye deposit. The monitoring frequency (number of observation cycles per year) is determined in accordance with Russian regulatory standards, design documentation, and established permafrost control criteria
	Geodetic monitoring (deformations)	ALROSA conducts geodetic monitoring to track potential deformations and to record subsidence of buildings and pipelines. To monitor the condition of open-pit walls, the Company uses ground-penetrating radar (GPR) systems. The relevant parameters are monitored by the geotechnical services of ALROSA's structural divisions. Monitoring of building and structure settlement is provided by the mine surveying service
	Geophysical monitoring methods	ALROSA conducts annual geophysical monitoring of hydraulic structures (specialised surveys that complement the routine visual observations). Geophysical surveys provide data on the engineering and geocryological conditions of the HS location area (mapping the boundaries of talik zones, identifying seepage process areas in plan and cross-section, constructing geological-geophysical cross-sections showing soil temperature changes, providing final geophysical data interpretation maps in plan, etc.). Geophysical monitoring is the responsibility of MPDs. The actual surveys are conducted by a specialised organisation equipped with appropriate methodologies and instrumentation. The Company utilises survey findings to assess and forecast changes in the engineering and geocryological conditions of HS sites during operation, evaluate HS condition, and develop measures to mitigate risks and enhance structural operational reliability
Adaptation to thawing processes	Ground thermal stabilisation (active cooling methods)	One of the Company's objectives when operating facilities in permafrost regions is the thermal stabilisation of the ground. To achieve this, the Company implements a comprehensive range of measures: • deploys seasonal cooling devices that extract heat from the ground during winter, cooling it via natural gas or fluid convection to preserve the permafrost beneath foundations; • ensures subfloor ventilation for buildings and structures; • implements forced cooling for the foundations of highly critical structures; • maintains forced winter ventilation of open-pit walls; • drills freezing boreholes; • provides thermal insulation of pit benches and slopes. Where permafrost degradation is detected beneath operating assets, ALROSA executes ground stabilisation works in line with approved engineering solutions. Additionally, to minimise thawing processes, the Company undertakes site engineering preparation, including drainage and land reclamation measures
Measures to manage the risks of water scarcity and changing precipitation patterns	Water scarcity risk management	ALROSA is consistently developing water recycling systems. The majority of the Company's production processes (ore processing) have already been converted to a closed-loop water consumption cycle. A digital water monitoring system has been introduced across the Company, providing metering and control of water consumption at every stage of production to enable the prompt identification of inefficient losses  For further information, see Use of water resources.

TYPE	AREA	DESCRIPTION
Measures to manage the risks of water scarcity and changing precipitation patterns (continue)	Management of navigation restriction risks due to declining river water levels	ALROSA maintains continuous monitoring of water levels, meteorological and environmental conditions in coordination with Roshydromet, enabling optimal utilisation of flood periods for deep-draught vessel passage. Additionally, the Company deploys shallow-draught vessels and specialised barges to operate on challenging river sections (including the Markha River) during low-water periods. During the navigation season, when low water occurs, the Company arranges cargo transshipment points at the edge of the shallow-water reach using floating cranes, employs shallow-draught vessels for transport along the shallow stretches, and adjusts transportation routes by selecting sections with stable water depths. In coordination with government bodies, ALROSA also takes part in projects to maintain navigable depths on critical sections of the waterways. The Company has established intermediate storage infrastructure that enables it to build up stockpiles of critical cargo during the navigation season. Road haulage routes have been developed and are in use for delivering cargo in the winter period, compensating for the restrictions on river navigation. Air freight via the network of corporate and municipal airports is arranged for emergency deliveries of spare parts and equipment. ALROSA makes flexible use of the ability to promptly redirect cargo flows between different ports and transport corridors depending on the prevailing climatic and hydrological conditions. At the same time, in the event of a critical drop in river water levels, the Company prioritises the delivery of essential goods, materials and fuel
	Logistics risk management measures	To build a temporary buffer stock in the event of weather anomalies, the Company takes a flexible approach to scheduling the dispatch of the most critical cargo, moving such shipments to the beginning of the navigation season or to the first weeks after winter roads open. ALROSA maintains stocks of materials and fuel at on-site warehouses at levels sufficient to ensure that production facilities can operate autonomously. In addition, the Company reinforces road embankments and installs drainage systems in areas susceptible to flooding or permafrost thaw along logistics routes
Measures to prepare for potential seasonal emergencies and the consequences of extreme weather events	Measures to monitor and forecast changes in acute climate risk factors	The Company monitors the climate risk indicators developed in 2025 as part of the research project “Impact of Climate Change on the Response of the Natural and Technical Environment at ALROSA Group Sites”. Responsible persons have been designated to track these indicators and escalate any issues if the values of the climate risk indicators are exceeded
	Flood control measures	To ensure the trouble-free operation of hydraulic structures, processing plants, dredges, open-pit and underground mines, and the life-support facilities of communities in the Company’s regions of operation, and to prevent possible emergencies during the spring flood, the Company annually develops and implements plans for the safe passage of flood waters at its operating facilities and along designated river sections. ALROSA organises the work of emergency crews and provides them with the necessary materials, protective clothing, communications, transport and equipment. It conducts drills for employees to prepare for the threat of hydrodynamic emergencies, using the local warning system. During the flood period, the Company carries out enhanced laboratory monitoring of natural waters in its regions of operation, recording seasonal changes in the quality of natural water before the flood. From April onwards, the responsible units inform the Company on a weekly basis about the progress of flood preparations. During the flood, continuous hydrogeological monitoring of workings is carried out; daily measurements of the flow rate from drainage wells are taken, and mine surveying measurements of water levels in open-pit mines are performed three times a week. Control over the implementation of measures for the safe passage of flood waters is ensured by the heads of the Company’s structural divisions  For more information on the Company’s emergency preparedness measures, see the section “Prevention of emergencies”.
	Forest fire prevention	ALROSA implements a comprehensive set of measures to prevent and extinguish fires at an early stage in forest areas adjacent to the Company’s facilities or to land leased by the Company. The Company approves a Programme of Fire Safety Measures to Protect Production Facilities, conducts fire safety briefings for all employees working in forest locations on the forest fire safety regulations, and designates persons responsible for compliance with these regulations  For more information on the Company’s emergency preparedness measures, see the section “Prevention of emergencies”.
Insurance mechanisms within climate adaptation measures	Insurance of operational and liability risks	Under its property insurance programme, ALROSA maintains continuous insurance cover for all key assets on an ‘all risks’ basis, which includes, among other things, insurance of geotechnical risks. The Company maintains continuous insurance cover for civil liability, environmental pollution liability, product liability, and directors’ liability for financial losses incurred by third parties as a result of wrongful acts by the Company. The insurance process also includes a risk assessment of the Svetlinskaya HPP, where risk scenarios are reviewed based on the insurance broker’s report, together with recommendations for managing them

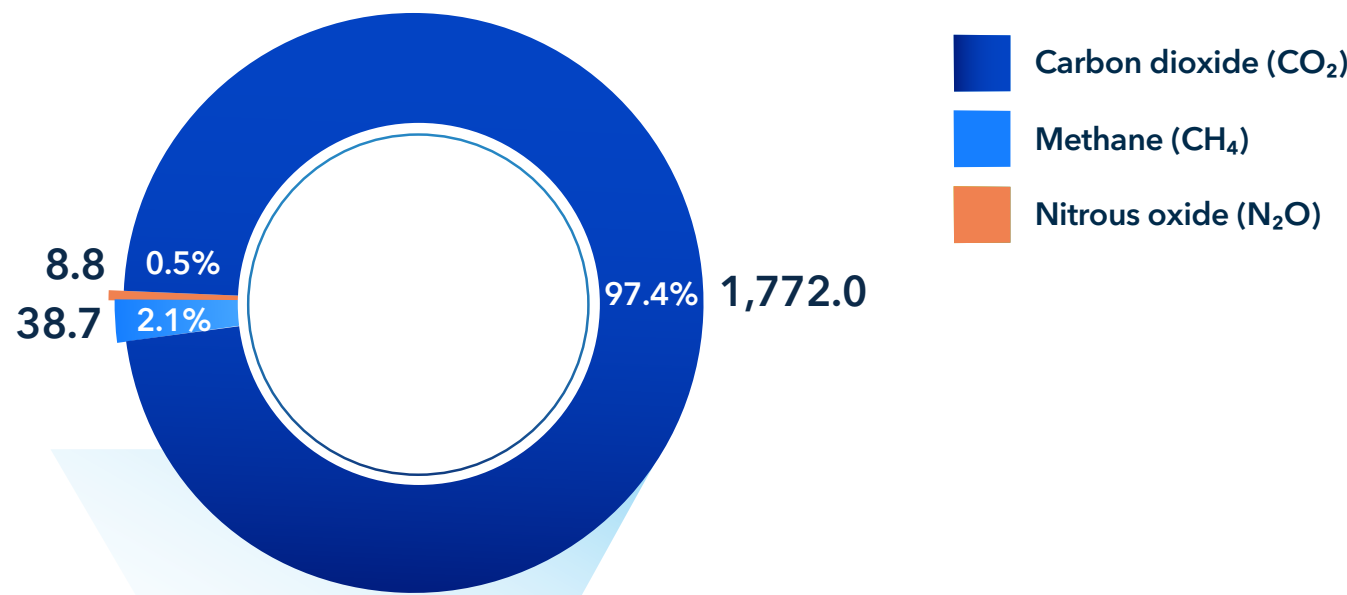
Progress on greenhouse gas emissions and energy consumption in 2025

GHG EMISSION INDICATORS AND METRICS

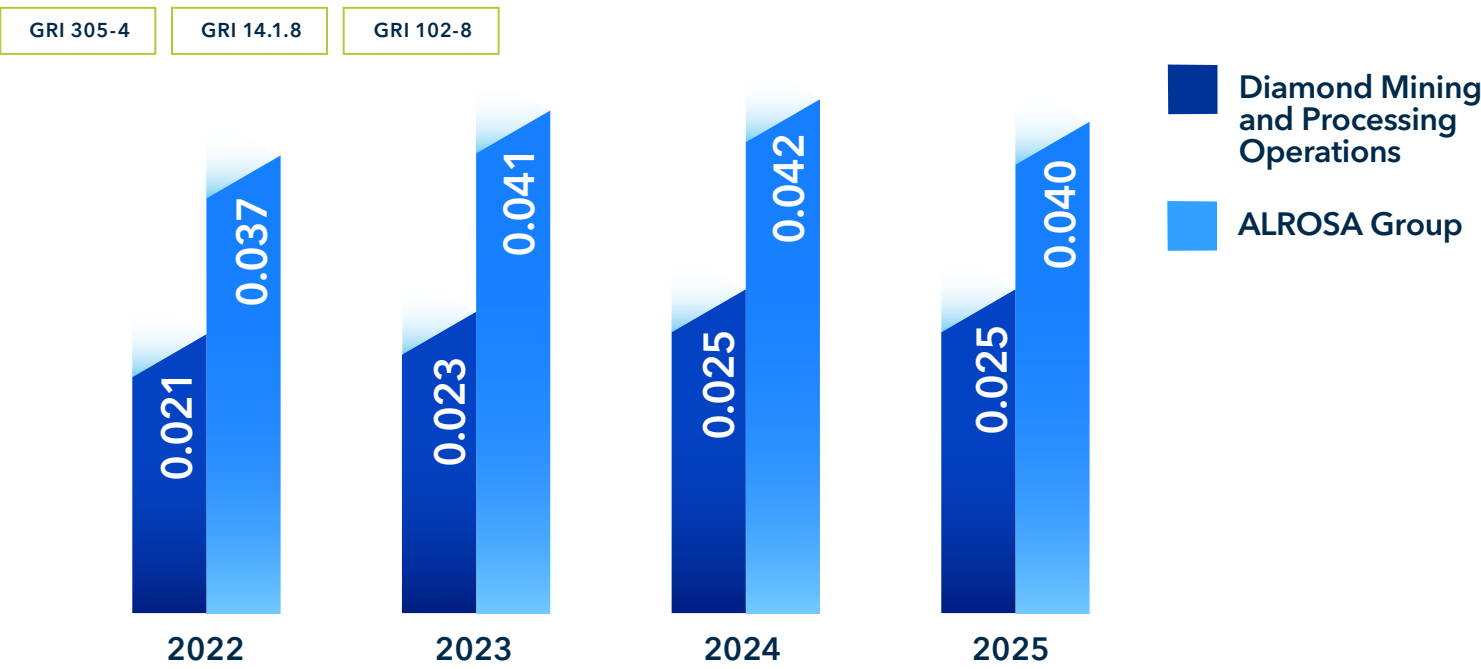
Direct and indirect GHG emissions (Scope 1, 2 and 3)¹ for ALROSA Group totalled 1,819.46 thousand tonnes of CO₂-equivalent in 2025, representing a 13% decrease compared to 2024. This reduction is attributable to the temporary suspension of operations at low-profit deposits and the mothballing of production assets.

In 2025 the direct GHG emissions intensity ratios (Scope 1) for the Diamond Mining and Processing Operations and the entire Group were 0.025 tonnes of CO₂-equivalent/carat and 0.04 tonnes of CO₂-equivalent/carat of diamond products, respectively, remaining unchanged from 2024 levels.

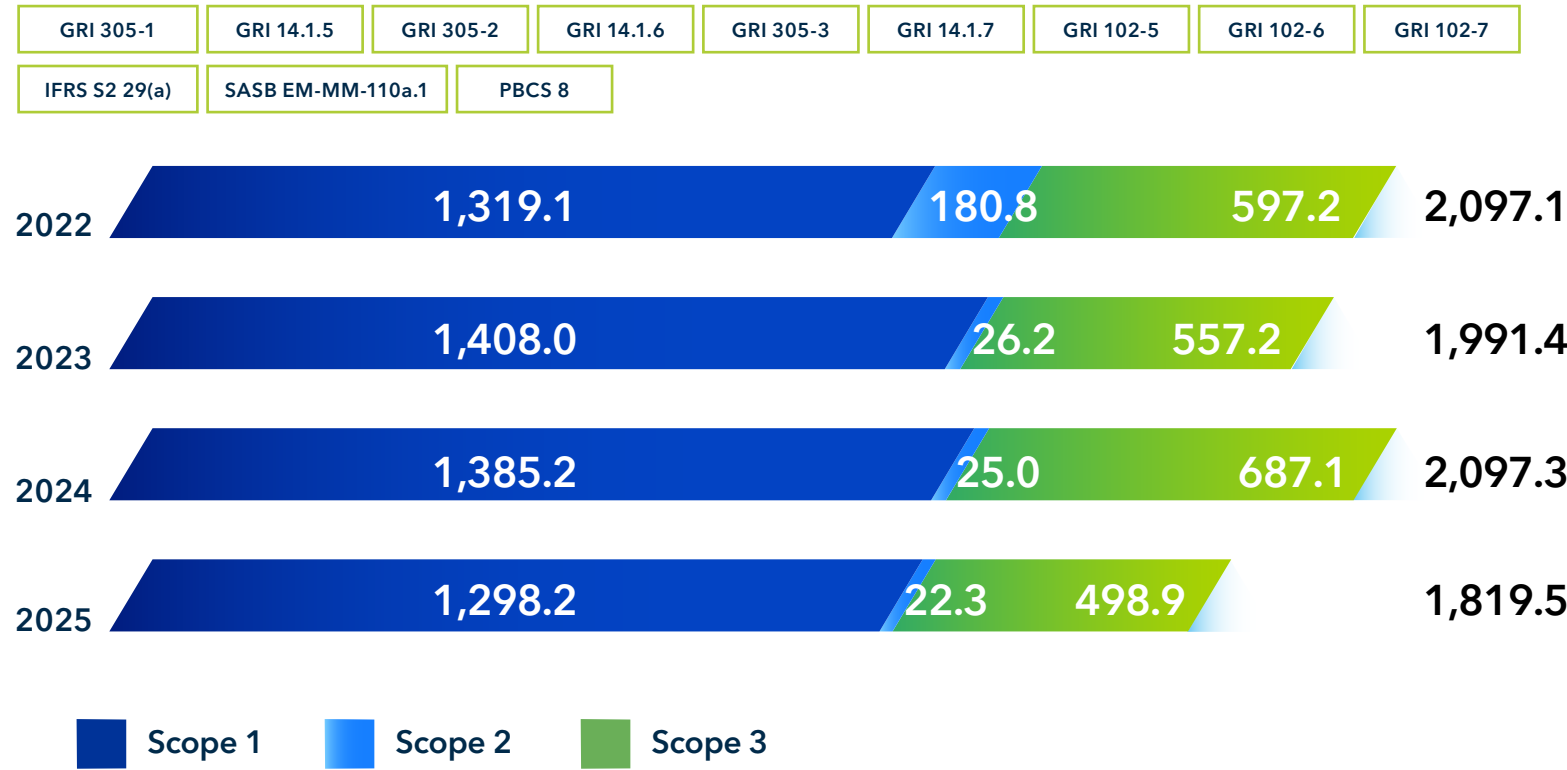
ALROSA Group’s direct and indirect GHG emissions (Scope 1, 2 and 3) by GHG type in 2025, in thousand tonnes of CO₂-equivalent and %



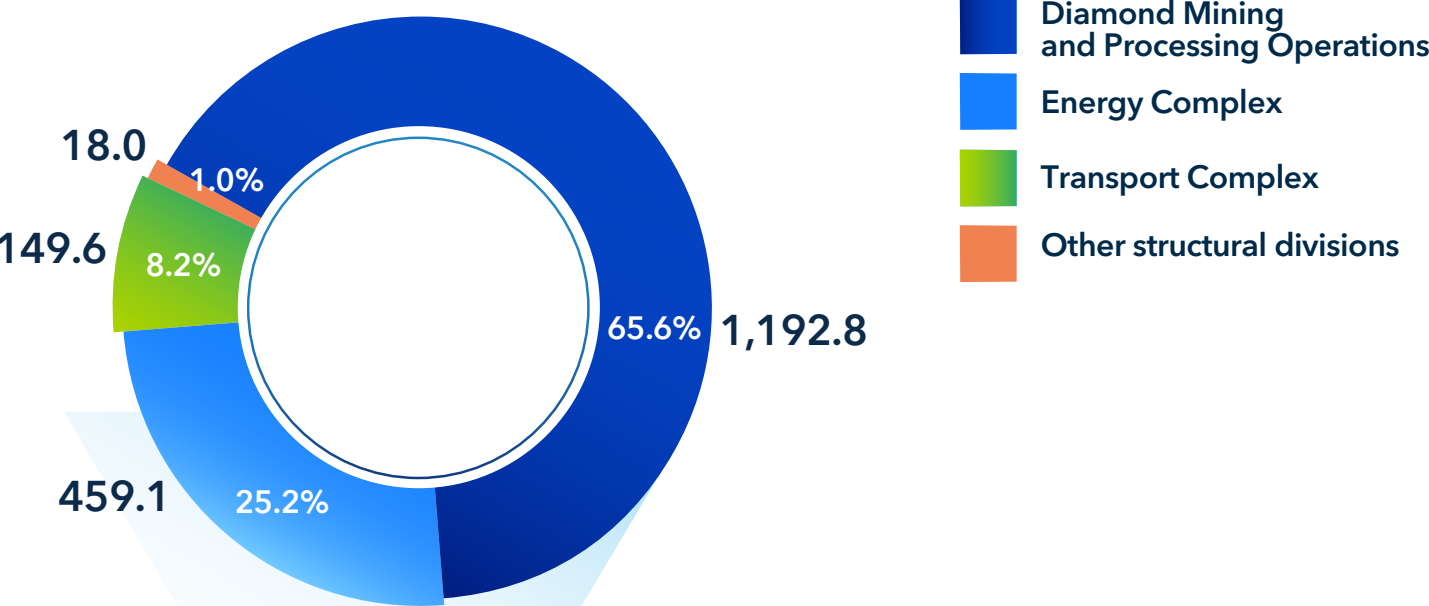
Direct GHG emissions intensity (Scope 1), tonnes of CO₂-equivalent/carat



ALROSA Group’s direct and indirect GHG emissions (Scope 1, 2 and 3), thousand tonnes of CO₂-equivalent



Direct and indirect GHG emissions (Scope 1, 2 and 3) by ALROSA Group’s division in 2025, in thousand tonnes of CO₂-equivalent and %



ALROSA Group’s direct GHG emissions intensity (Scope 1), tonnes of CO₂-equivalent/RUB million²



¹ The Company’s methodology for quantifying direct and indirect GHG emissions of Scope 1, 2 and 3 is based on the GHG Protocol. All the graphs show data according to this methodology. Types of greenhouse gases included in the quantification of direct and indirect GHG emissions of Scope 1, 2 and 3: CO₂ (carbon dioxide), CH₄ (methane), N₂O (nitrous oxide). Emissions of HFC (hydrofluorocarbon), PFC (perfluorinated organic compounds), SF₆ (sulfur fluoride (VI)), NF₃ (nitrogen fluoride (III)) are not typical of ALROSA. In accordance with Federal Law No. 296-FZ dated 2 July 2021 “On Limiting Greenhouse Gas Emissions”, mandatory statistical reporting on greenhouse gas emissions was introduced on 1 July 2023. The Company performed a quantitative assessment using the methodology set out in Order No. 371 of the Ministry of Natural Resources and Environment of the Russian Federation dated 27 May 2022 “On the Approval of Methods for Quantifying GHG Emissions and GHG Removals”. GHG emissions for Scope 1 in 2025 amounted to 1,256,054 tonnes of CO₂-equivalent. The base year for Scopes 1 and 2, against which emissions are tracked, is 2023. The base year is synchronised with the base year for the ALROSA targets to reduce greenhouse gas emissions and the carbon footprint of diamond products. The ALROSA Group defines organisational boundaries for GHG emissions accounting and reporting purposes using the operational consolidation method. Under this approach, the ALROSA Group reports 100% of GHG emissions (Scope 1 and 2) from those facilities and activities for which ALROSA or its subsidiaries have full authority to implement and execute the operational policies.

² The indicator is calculated as the ratio of direct GHG emissions (Scope 1) to ALROSA’s revenue in accordance with the Company’s disclosed consolidated financial statements for the respective years.

Progress towards ALROSA's targets to reduce direct and indirect GHG emissions and the carbon foot print of diamond products in 2025

	TARGET	METRIC	BASE YEAR VALUE ¹	2025 VALUE	CHANGE VERSUS BASE YEAR
Greenhouse gas emissions by Scope 1, 2, 3	Achieving at least a 6% reduction in direct and indirect greenhouse gas emissions (Scope 1 and 2) compared to 2023 level by 2030	Gross direct and energy indirect GHG emissions of ALROSA Group, tonnes of CO ₂ -equivalent	1,434,185	1,320,513	-8%
	Ensuring greenhouse gas emissions intensity of diamond mining and manufacturing subsidiaries at a level not exceeding 0.0088 tonnes of CO ₂ -equivalent per m ³ of overburden by 2030	Ratio of gross GHG emissions to rock mass processed in the reporting year, tonnes of CO ₂ -equivalent/m ³	0.0091	0.011 ²	+21%
Carbon footprint of diamond products	Achieving the carbon neutrality of diamond production by 2030	Balance of GHG emissions and removals for the ALROSA Group's Diamond Mining and Processing Operations, tonnes of CO ₂ -equivalent ³	-11,713 tonnes of CO ₂ -equivalent	-125,944 tonnes of CO ₂ -equivalent	—
		Carbon footprint of rough diamonds, kg of CO ₂ -equivalent/carat ³	— ⁴	-1.18 kg of CO ₂ -equivalent/carat	—

In the reporting year, the specific GHG emissions per cubic meter of rock mass increased by 21% compared to the base-line year. This increase is not due to a deterioration in the efficiency of production processes or the abandonment of climate commitments, but is due to the Company's implementation of “hot” mothballing measures at some industrial facilities. This mode entails maintaining vital systems — administrative building maintenance, security systems, ventilation, and infrastructure at mothballed facilities — in working order to ensure the subsequent

resumption of operations. At the same time, a slight reduction in GHG emissions from these sources was observed: building heating, ventilation systems, and infrastructure maintenance remained at levels comparable to those during the full period of operation of the facilities. The mothballing of the facilities resulted in a decrease in rock mass extraction compared to the previous period. Therefore, the decrease in extraction volumes was not accompanied by a proportional reduction in greenhouse gas emissions from infrastructure maintenance, which

was the main reason for the increase in the specific indicator. As part of the update of its Climate Strategy, ALROSA plans to revise this target. Updating the strategy will align climate goals with the Company's updated strategic priorities, while maintaining a commitment to sustainable development principles and long-term commitments to reducing negative climate impacts.

¹ In the reporting year, ALROSA did not recalculate the values of the base year.
² The deviation of the specific indicator from the target is due to the reduction in mining volumes resulting from optimisation measures implemented in 2025.
³ The global warming potential (GWP) values for GHGs are based on the IPCC Sixth Assessment Report.
⁴ The metric was introduced in 2025. The first calculation was performed for the year 2024, yielding -0.71 kg of CO₂-equivalent/carat, which confirmed ALROSA's rough diamond carbon neutrality.

ENERGY CONSUMPTION AND ENERGY EFFICIENCY METRICS

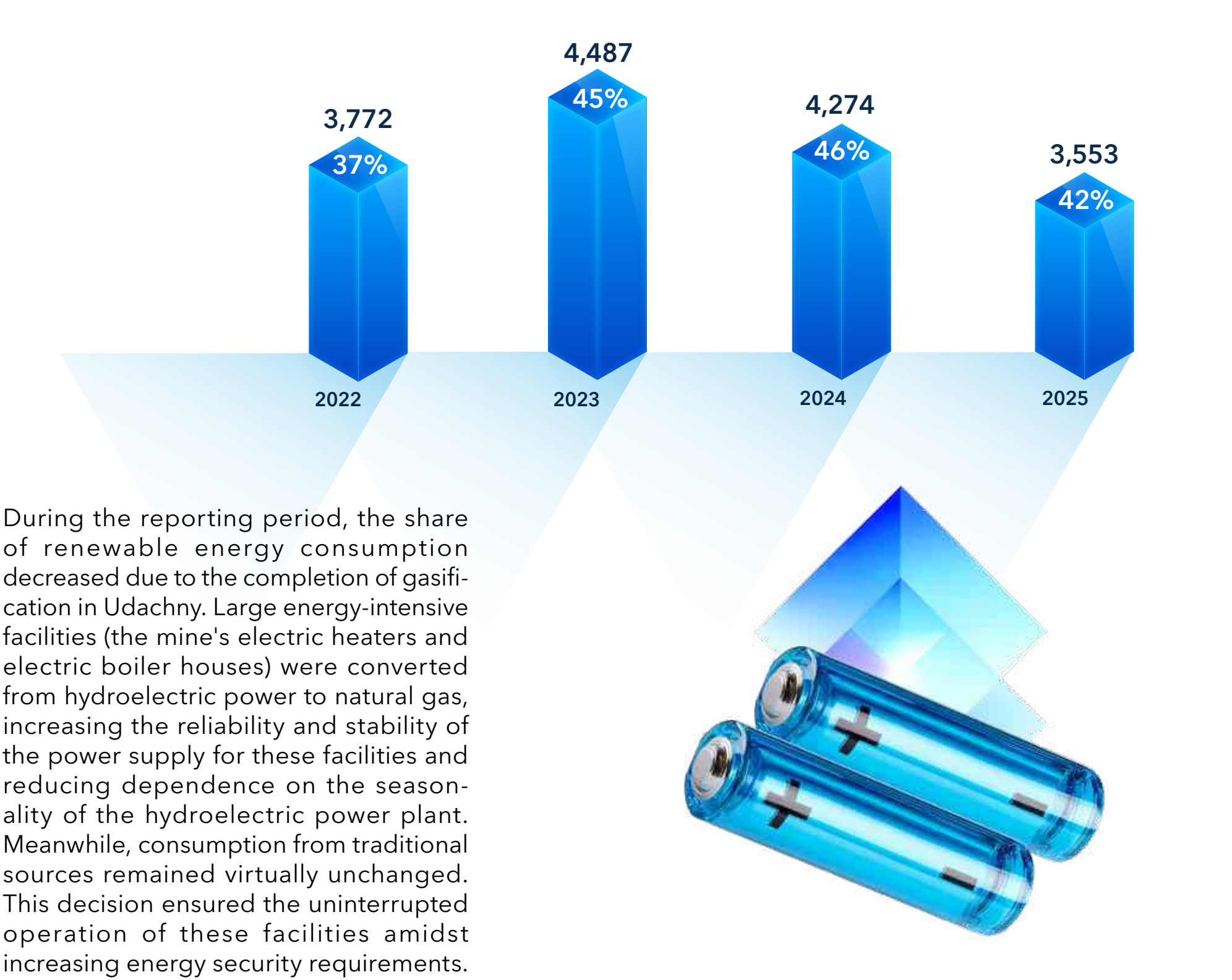
GRI 302-1 GRI 14.1.2 GRI 14.1.13 GRI 103-2 PBCS 11 PBCS 12 SASB EM-MM-130a.1

In 2025 ALROSA Group’s total energy consumption (including renewable sources) was 19,707 TJ, representing a 9% decrease compared to 2024. This trend is associated with the mothballing of some ALROSA assets, including temporary withdrawal of vehicles from service, and lower processing volumes at the Company's processing plants.

ALROSA Group’s energy consumption, TJ

METRIC	2022	2023	2024	2025	CHANGE VS 2024
1) Non-renewable fuel consumed, including:					
	18,610	21,924	19,488	18,301	-6%
	by transport	9,298	11,630	8,933	-13%
	for technological purposes	267	285	345	+30%
	9,045	10,009	8,947	9,024	+1%
2) Self-generated renewable electricity and heating, including:	2,964	4,066	4,589	4,008	-13%
	electricity	2,962	4,065	4,008	-13%
	heating ¹	0.5	0.6	0.4	-33%
3) Purchased energy, including:	1,927	951	792	933	+18%
	electricity (excluding purchases at the wholesale electric power and capacity market for 2023, 2024, 2025)	1,710	735	739	+26%
	217	216	206	194	-6%
4) Energy sold to third-party consumers, including	3,318	2,908	3,216	3,535	+10%
	electricity	n/a	571	1,163	+31%
	heating	n/a	2,337	2,372	+2%
Total energy consumption (including energy from renewable energy sources) (1+2+3+4)	20,183	24,032	21,653	19,707	-9%

ALROSA Group’s renewable electricity and heating consumption², TJ and its share in total energy consumption, %



¹ Purchased and self-generated heating is mainly consumed in the form of hot water (and an insignificant volume is consumed in the form of steam).
² Hydropower accounts for almost all of the energy consumed (including purchased energy) from renewable sources. The ALROSA Group does not use biofuel. The 2023 figure has been recalculated to correct inaccuracies identified in the source data.

ALROSA Group’s non-renewable fuel consumption, TJ

TYPE OF FUEL	2022	2023	2024	2025	CHANGE VS 2024
Diesel fuel	8,848	9,495	9,549	8,109	-15%
Fuel oil	1,168	1,145	1,298	1,320	+2%
Natural gas	6,445	8,831	6,083	6,405	+5%
Oil	818	914	905	860	-5%
Jet fuel	1,313	1,259	1,321	1,303	-1%
Other	350	312	331	304	-8%

GRI 302-3GRI 14.1.4GRI 14.1.15GRI 103-4

The energy intensity of diamond products decreased by 1.4% versus 2024 to 0.43 GJ/carat.

Energy intensity of diamond products¹, GJ/carat



¹ The energy intensity of diamond products was calculated using the formula: total energy consumption by the diamond mining companies of the Group’s Diamond Mining and Processing Operations/volume of diamond production. Fuel, heating and electricity consumption is included in the calculation of the indicator (energy consumption outside of the organisation is not included). The values for 2022-2023 were recalculated in accordance with the Methodology for Calculating Key Energy Efficiency Indicators under the Programme for Innovation Development and Technological Upgrade of PJSC ALROSA approved in 2024.

² The increase in energy consumption (measured in TJ) is attributable to gasification projects at the Udachny MPD and PTVS. When different energy sources are converted into a common thermal unit (TJ), natural gas consumption is higher than electricity consumption: the gas-fired equipment has a lower efficiency than the electric equipment it replaces, and therefore more energy, expressed in TJ, is required to deliver the same useful output.

GRI 302-4GRI 103-5

Through energy efficiency initiatives, the Company achieved savings of 143 TJ, representing an 85% decrease compared to 2024. The energy savings recorded in the reporting year primarily stem from operational optimisation aimed at reducing electricity consumption. The change in this indicator compared to the previous year is due to the fact that the Company did not implement large-scale energy-saving projects during the reporting year, which were typical of the previous reporting period. However, ALROSA continues to systematically improve energy efficiency and is developing a portfolio of new initiatives to further optimise energy consumption.

Reduction in energy consumption due to energy saving initiatives across the ALROSA Group, TJ

AREA	2022	2023	2024	2025	CHANGE VS 2024
Production process optimisation	426	486	741	185	-75%
Replacement of equipment	100	78	38	-70 ²	–
Organisational measures	785	89	157	28	-82%
Other	0	8	0.4	0	–
Total	1,311	661	936	143	-85%

Next steps

Plans under the 2029 ALROSA group sustainability programme

TARGET	PLANS UNDER THE PROGRAMME
EN1 Reducing the carbon footprint of diamond production Achieving at least a 6% reduction in direct and energy indirect greenhouse gas emissions (Scope 1 and 2) compared to 2023 level by 2030 Ensuring greenhouse gas emissions intensity of diamond mining and manufacturing subsidiaries at a level not exceeding 0.0088 tons of CO₂-equivalent per m³ of overburden by 2030 (with an annual decrease of 5% starting in 2025) (target for the Diamond Mining and Processing Operations)	- Independent diagnostic assessment (analysis) of the ALROSA Group Climate Strategy and preparation of a list of recommendations concerning its updates - Development of a climate change adaptation plan for the ALROSA Group to 2035 - Quantitative assessment of climate-related risks
Achieving the carbon neutrality of diamond production by 2030	- Preparation and verification of ALROSA Group’s annual report on greenhouse gas emissions and removals - Implementation and validation of a climate project for carbon dioxide absorption by kimberlite



ENVIRONMENTAL PROTECTION



BY PRESERVING
NATURAL RESOURCES,
WE WORK FOR FUTURE
GENERATIONS

- Approach to environmental management 137
- Air emissions 140
- Use of water resources 143
- Waste management 148
- Tailings management 152
- Ecosystem restoration 157
- Biodiversity conservation 160



2025 HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

IFRS S1 46

IFRS S1 51

PBCS 10

The Company was ranked among the leaders in effective water resource management by the RAEX rating agency

ALROSA took a leading position in the Nature and People Foundation's biodiversity ranking

The Company approved the Regulations for interaction with counterparties on compliance with environmental safety requirements in the area of operations of PJSC ALROSA

	TARGET	PROGRESS FOR 2025
EN2 Ensuring efficient water use and disposal	Achieving 14% reduction in surface water intake compared to 2023 by 2030 ¹	0.11 m ³ /carat (+3% vs 2024) 
	Ensuring surface water intake intensity of diamond mining and manufacturing subsidiaries at a level not exceeding 0.065 m ³ per m ³ of overburden by 2030 (with an annual decrease of 10% starting in 2025) ¹	0.049 m ³ /m ³ of rock mass (+29% vs 2024) 
	Ensuring at least 96% of water recycling in diamond mining and manufacturing subsidiaries annually ¹	97% (unchanged) 
EN3 Ensuring efficient use of resources and responsible production	Ensuring industrial waste generation intensity (hazard class I–V) (excluding overburden) at a level not exceeding 0.0002 tonnes per m ³ of overburden by 2030 ¹	0.0002 tonnes/m ³ of rock mass (+11% vs 2024) 
EN4 Restoring biodiversity	Increasing the number of activities on biodiversity conservation and restoration, including rare and endangered species, their habitats, and natural sites, and funding for such activities	RUB 148.1 million allocated to biodiversity conservation ² (215.4 in 2024) 



Completed

In progress

Not accomplished

¹ Target of the Diamond Mining and Processing Operations.
² The indicator includes reforestation costs.



WHY THIS MATTERS TO ALROSA

Careful and rational use of natural resources, minimising environmental risks, and preventing and reducing negative environmental impacts in the regions where it operates are important objectives for ALROSA in its operations. The Company is implementing a comprehensive set of measures to both reduce negative impacts and preserve and restore ecosystems.

MATERIAL TOPICS

- Biodiversity and land resources
- Tailings dam operation
- Water management

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

- Principle ⑦:** Businesses should support a precautionary approach to environmental challenges
- Principle ⑧:** Businesses should undertake initiatives to promote greater environmental responsibility
- Principle ⑨:** Businesses should encourage the development and diffusion of environmentally friendly technologies

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Environmental well-being

REGULATORY DOCUMENTS

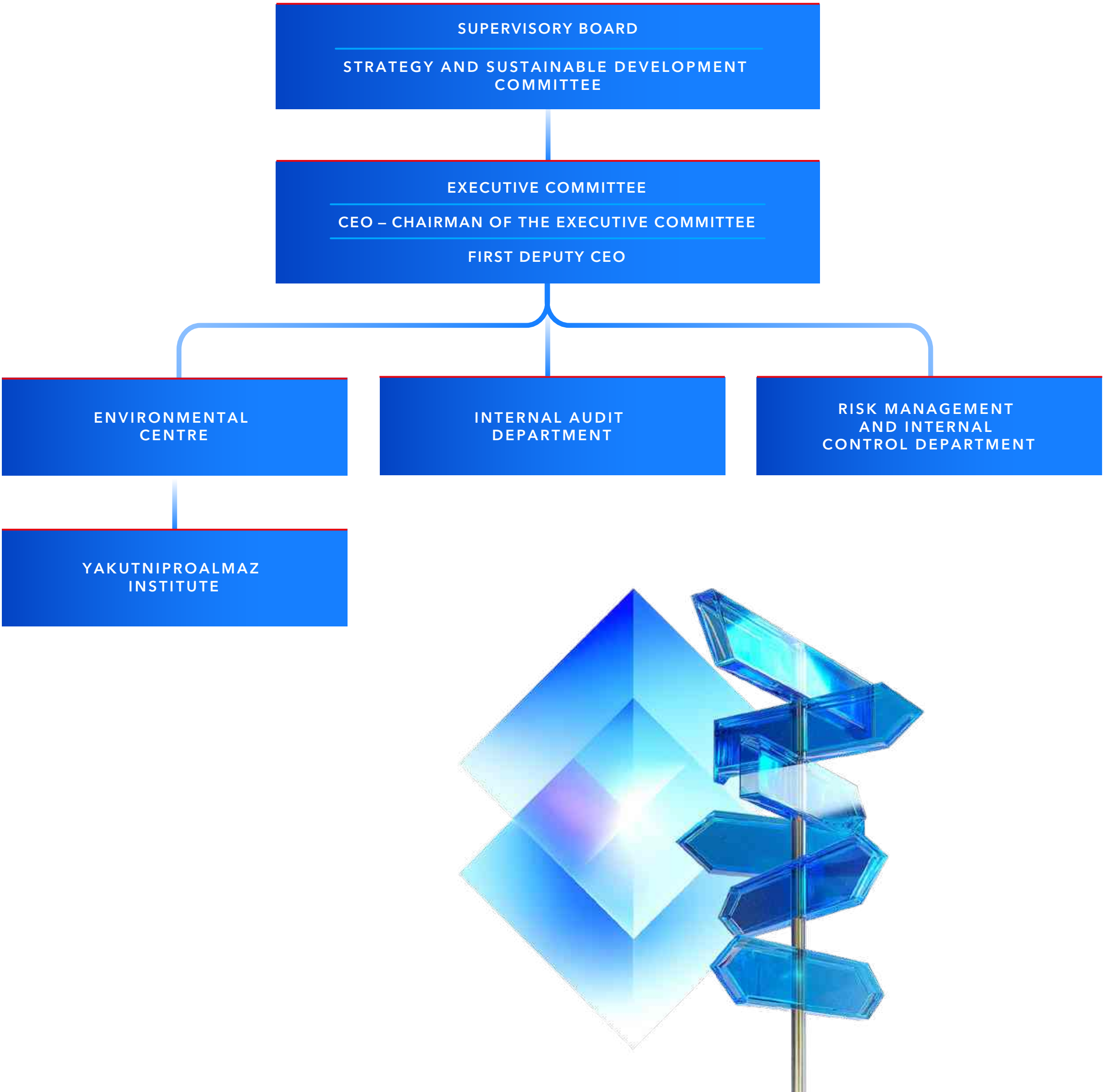
INTERNAL

- [Environmental Policy](#)
- [Policy on Protection of Atmospheric Air](#)
- [Water Resources Protection Policy](#)
- [Policy on Responsible Consumption and Production \(Resource Saving\)](#)
- [Policy for Land Protection and Remediation](#)
- [Flora and Fauna \(Biodiversity\) Protection Policy](#)
- 2035 Environmental Strategy of the ALROSA Group
- Comprehensive Programme for Environmental Protection and Environmental Safety
- 2019-2028 Long-Term Disturbed Land Rehabilitation Programme

RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	- Setting and monitoring the implementation of strategic environmental and climate objectives (including approval of strategic documents) - Approval of the Environmental Policy
Strategy and Sustainable Development Committee	- Defining the Company's position on climate change and reviewing progress in implementing strategic measures to manage climate-related risks and reduce greenhouse gas emissions - Developing recommendations to the Supervisory Board on environmental protection and climate change issues (including setting strategic goals)
Executive Committee	Monitoring the implementation of the Environmental Safety and Environmental Protection Strategy as well as measures to manage climate-related risks
CEO — Chairman of the Executive Committee	- Evaluating the effectiveness of the environmental management system - Organising the development of environmental protection measures and monitoring the Company's compliance with legislation - Responsibility for achieving goals and implementing measures to manage climate-related risks and reduce greenhouse gas emissions
First Deputy CEO	- Ensuring compliance of the Company's activities with environmental legislation, the Environmental Policy, and ISO 14001:2015 and GOST R ISO 14001-2016 standards - Prevention of administrative and financial risks related to environmental protection
Environmental Centre	- Development of environmental protection and climate-related standards, programmes, regulations, and plans - Preparation and receipt of environmental regulatory permits, preparation of state reports - Identification of the most significant pollutants and factors that have a negative impact on the environment - Implementation of industrial environmental control and organisation of environmental monitoring, monitoring of compliance with regulations based on inspection results - Implementation of environmental and socio-environmental measures - Consolidation of a portfolio of climate-related projects - Assessment of greenhouse gas emissions, analysis of emission reduction results due to the measures implemented
Yakutniproalmaz Institute	Study of the composition of natural and waste water, soils, grounds, bottom sediments, industrial emissions into the atmosphere, atmospheric air, physical factors of the production environment
Risk Management and Internal Control Department	- Assessing environmental and climate-related risks - Coordinating the risk management process, aggregating information on environmental and climate-related risks - Submitting risk reports to the Executive Committee and Supervisory Board
Internal Audit Department	Internal independent assessment of the effectiveness of the risk management system (including environmental and climate-related risks)
Heads of structural divisions	Responsibility for the implementation of environmental protection and climate risk management measures

ALLOCATION OF RESPONSIBILITY



Approach to environmental management

GRI 3-3SASB EM-MM-160a.1

ALROSA maintains strict compliance with environmental legislation and all established regulatory standards. To achieve this, the Company implements innovative solutions with reduced environmental impact, applies the best available technologies (BAT), and continuously enhances employee environmental training to align with operational needs and evolving regulatory requirements.

Key environmental commitments and practical measures are formalised in the [Environmental Policy of the ALROSA Group](#). The Company’s strategic environmental targets and KPIs across all impact areas are established in the 2035 Environmental Strategy and the 2029 Sustainability Programme. ALROSA also implements a Comprehensive Programme for Environmental Protection and Environmental Safety, ensuring robust protection of local ecosystems and community health across its operating regions.

The Environmental Centre oversees implementation of the Environmental Strategy and manages environmental projects. Its key responsibilities include enhancing the environmental management system, a critical tool for operational oversight and minimising environmental impact. In 2025, ALROSA successfully completed another stage of its environmental management system recertification, confirming compliance with the international ISO 14001:2015 standard.

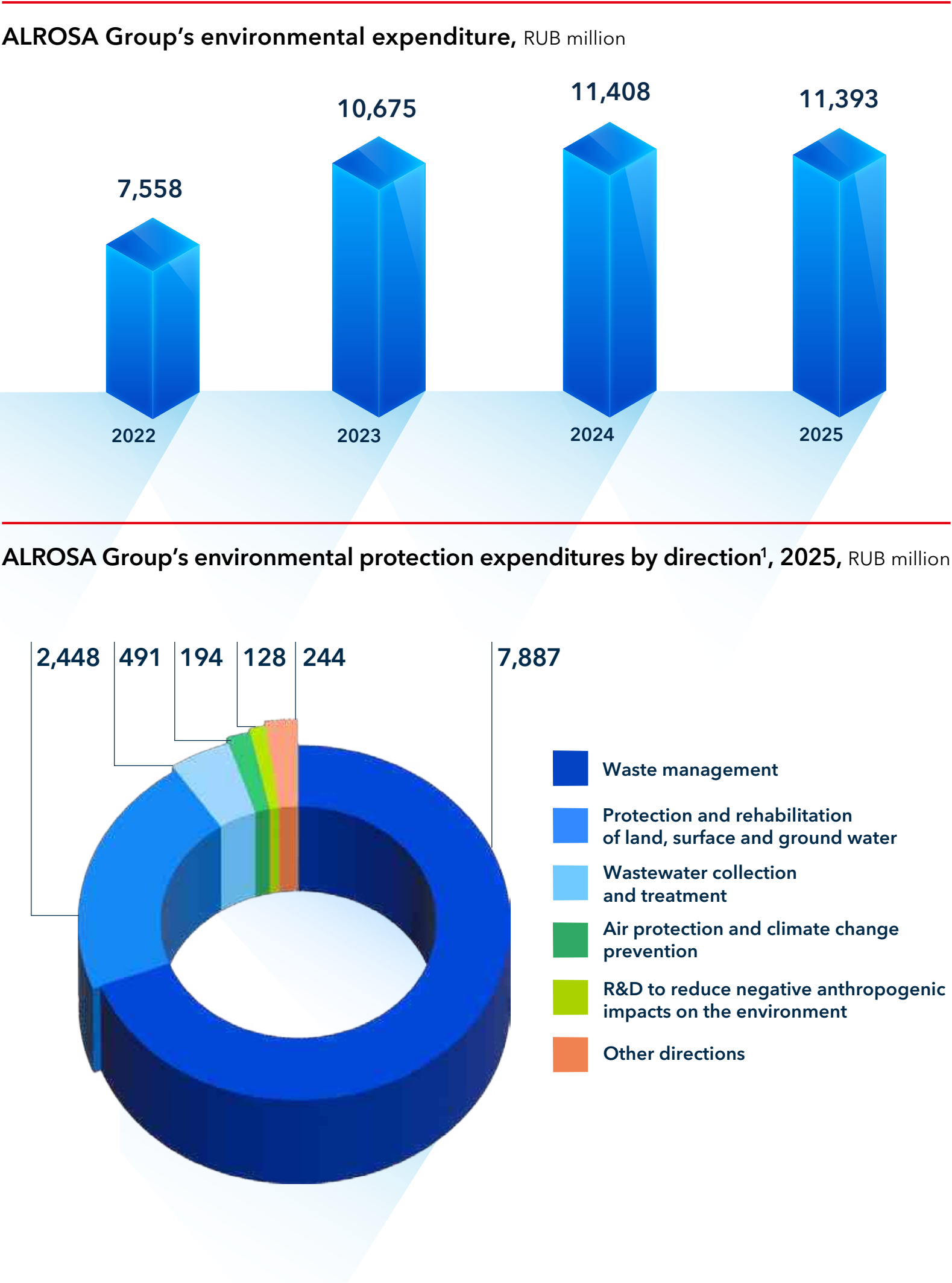
PBCS 10

ENVIRONMENTAL EXPENDITURE

ALROSA annually implements environmental protection initiatives, maintaining a stable and substantial level of environmental spending. In 2025 total expenditure decreased slightly compared to the previous year, reaching approximately RUB 11.4 billion. Traditionally, the largest share of spending is allocated to waste management, reforestation and land reclamation, and water resource efficiency initiatives. In the reporting year, spending on air protection and climate change mitigation increased, primarily driven by the implementation of decarbonisation projects.

PBCS 14

To ensure regulatory compliance, the Company continuously updates data relating to its facilities with negative environmental impact. All such facilities operate under approved emission limits and established industrial environmental control programmes. In line with statutory requirements, the Company’s enterprises pay environmental impact fees. In 2025 payments for negative environmental impact, including excessive impact payments, totalled RUB 60 million. The 13% year-on-year reduction is attributable to the mothballing of some Company assets.



ENVIRONMENTAL MONITORING AND CONTROL

To monitor, prevent, and mitigate the effects of environmental risks, ALROSA implements industrial environmental control (IEC). Through its own and third-party accredited laboratories, the Company performs radiological research, takes samples of water, bottom sediments, soil, air, monitors such physical factors as noise, vibration, and electromagnetic radiation. Based on IEC findings, the Company investigates the root causes of parameter fluctuations, implements corrective actions and establishes preventive measures to avoid future environmental damage.

Additionally, ALROSA undergoes regular inspections by regulatory authorities, implementing plans to rectify identified non-compliances (if any). Following inspections in 2025, ALROSA received three orders from Rosprirodnadzor related to the performance of planned control and supervisory measures.

GRI 2-27PBCS 15

INDICATOR	2022	2023	2024	2025
Number of fines for non-compliance with environmental laws and regulations	2	2	0	2
Total fines paid, RUB thousand	250	153	0	90
Number of orders received following Rosprirodnadzor inspections	0	2	0	3
Number of breaches rectified	0	2	—	2

¹ Other directions include: statutory environmental payments, spending on environmental radiation safety, and protection against noise, vibration and other physical impacts, as well as biodiversity conservation and protection of natural areas.



WHAT ALROSA IS PROUD OF

GRI 101-1

ENGAGEMENT WITH COUNTERPARTIES ON ENVIRONMENTAL SAFETY COMPLIANCE

In 2025 ALROSA approved the Regulations for Interaction with Counterparties on Environmental Safety Compliance in the area of operations of PJSC ALROSA. The Regulations set mandatory environmental standards for all counterparties (contractors, service providers) operating on Company sites or on its behalf.

The scope of the Regulations covers a wide range of activities, including construction, installation, dismantling, equipment maintenance, drilling, logging, design and survey work, waste management, transport, equipment rental, quarry and hydraulic structure operations, etc. The primary objective is to minimise environmental impact, ensure operational safety, and clearly define responsibility boundaries between ALROSA and its counterparties.

According to the Regulations, counterparties must comply with both Russian environmental legislation and ALROSA's internal standards. The Company conducts scheduled inspections at least quarterly, alongside unscheduled reviews triggered by incidents, accidents, or reports from employees, public inspectors, and other stakeholders. Violations are documented in a formal report with clear rectification deadlines. Counterparties are required to implement corrective measures and submit supporting evidence. Failure to address violations may result in financial penalties.

ENVIRONMENTAL TRAINING

As its operations evolve and external demands change, ALROSA continually enhances its employee environmental training programme. Training covers both mandatory components required by legislation and supplementary extended modules developed on the Company's own initiative. Key focus areas include the environmental management system, environmental safety, and waste management practices.

In 2025 319 employees of the ALROSA Group completed environmental training.

Environmental Centre staff also participate in professional forums and conferences, where they share best practices in environmental safety and resource efficiency.

STAKEHOLDER ENGAGEMENT ON ENVIRONMENTAL ISSUES

The Company maintains an open and honest dialogue with local communities on environmental matters. Compliant with legal requirements, the Company holds public consultations and hearings to inform local residents of upcoming projects and gather feedback. In 2025 four projects underwent public consultation, all receiving positive assessments:

- closure of mine workings at a sand deposit;

319

employees
of the ALROSA Group
completed environmental
training in 2025

- land reclamation of one of the sites at the Mirny and Nyurba MPD;
- formation of a saline waste rock dump at the Mir-Gluboky mine;
- increase in the capacity of overburden dumps at the Udachny MPD.

To raise environmental awareness among local communities, the Environmental Centre also maintains social media pages, where the Company shares information about environmental campaigns, competitions, news and achievements.

In addition, in response to a request from local residents, ALROSA launched a dedicated website section: [Quarry "Mir": History, Present day and Answers to Questions](#) addressing common questions and ongoing activities.

Additionally, Environmental Centre staff actively organise and participate in corporate, educational, and volunteer environmental initiatives, collaborating closely with local authorities to promote environmental awareness across communities.



WHAT ALROSA IS PROUD OF

ENGAGEMENT WITH THE MINISTRY OF ENVIRONMENT, NATURAL RESOURCES AND FORESTRY

ALROSA participates in regular meetings held by the Collegium of the Ministry of Environment, Natural Resources and Forestry of the Republic of Sakha (Yakutia). They discuss environmental monitoring outcomes, biodiversity conservation programmes, and upcoming environmental protection initiatives at the meetings.

In 2025 ALROSA Environmental Centre employees took part in a meeting of the Collegium and made presentations at the Green Diamond Eco-Festival, part of the 18th Republican Environmental Campaign "Nature and Us". The Company also sponsored the "Young Ecologists' Initiation into Green Pioneers" ceremony.



ALROSA’s environmental initiatives in 2025

GRI 14.10.02

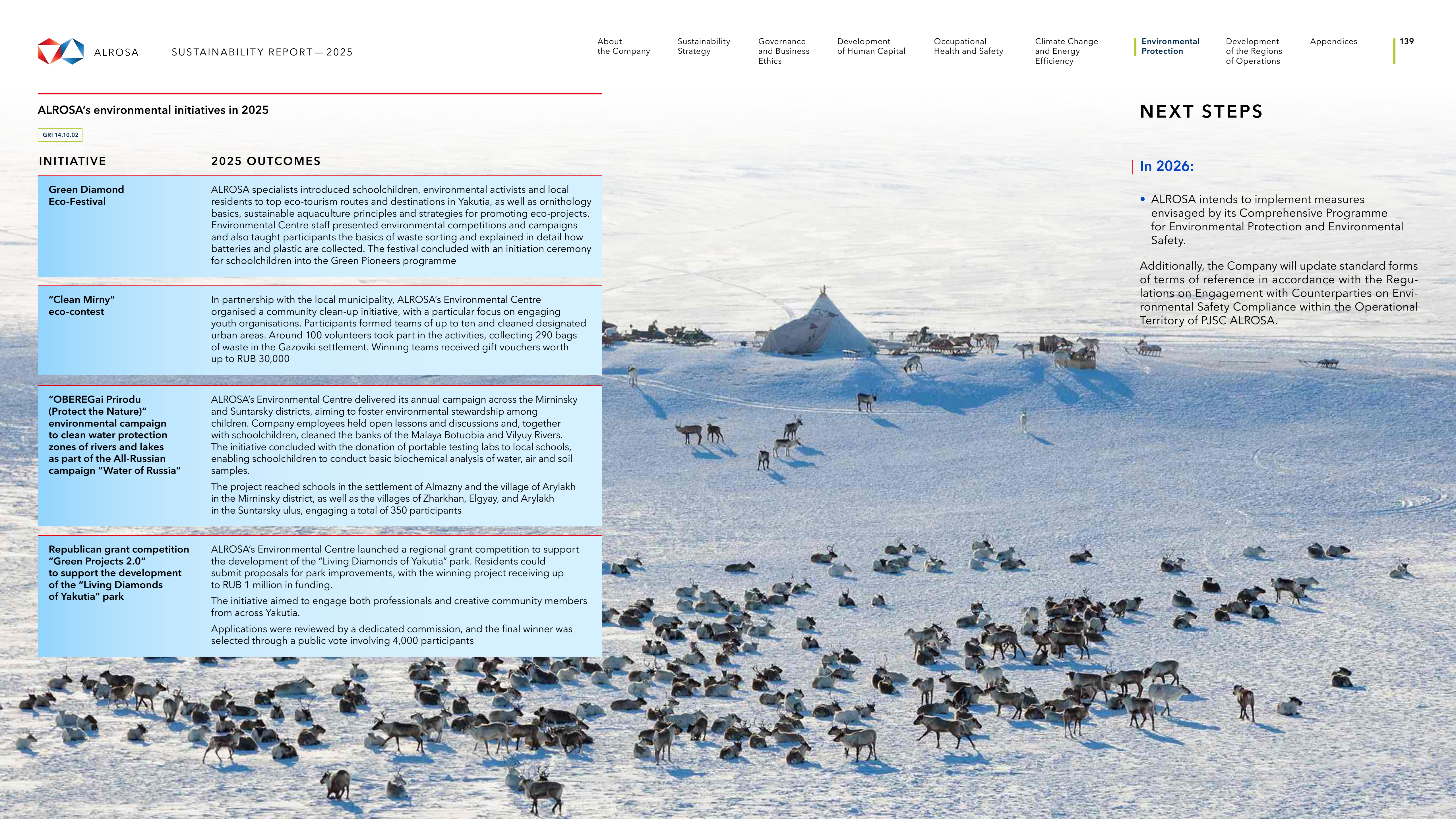
INITIATIVE	2025 OUTCOMES
Green Diamond Eco-Festival	ALROSA specialists introduced schoolchildren, environmental activists and local residents to top eco-tourism routes and destinations in Yakutia, as well as ornithology basics, sustainable aquaculture principles and strategies for promoting eco-projects. Environmental Centre staff presented environmental competitions and campaigns and also taught participants the basics of waste sorting and explained in detail how batteries and plastic are collected. The festival concluded with an initiation ceremony for schoolchildren into the Green Pioneers programme
“Clean Mirny” eco-contest	In partnership with the local municipality, ALROSA’s Environmental Centre organised a community clean-up initiative, with a particular focus on engaging youth organisations. Participants formed teams of up to ten and cleaned designated urban areas. Around 100 volunteers took part in the activities, collecting 290 bags of waste in the Gazoviki settlement. Winning teams received gift vouchers worth up to RUB 30,000
“OBEREGai Prirodu (Protect the Nature)” environmental campaign to clean water protection zones of rivers and lakes as part of the All-Russian campaign “Water of Russia”	ALROSA’s Environmental Centre delivered its annual campaign across the Mirninsky and Suntarsky districts, aiming to foster environmental stewardship among children. Company employees held open lessons and discussions and, together with schoolchildren, cleaned the banks of the Malaya Botuobia and Vilyuy Rivers. The initiative concluded with the donation of portable testing labs to local schools, enabling schoolchildren to conduct basic biochemical analysis of water, air and soil samples. The project reached schools in the settlement of Almazny and the village of Arylakh in the Mirninsky district, as well as the villages of Zharkhan, Elgay, and Arylakh in the Suntarsky ulus, engaging a total of 350 participants
Republican grant competition “Green Projects 2.0” to support the development of the “Living Diamonds of Yakutia” park	ALROSA’s Environmental Centre launched a regional grant competition to support the development of the “Living Diamonds of Yakutia” park. Residents could submit proposals for park improvements, with the winning project receiving up to RUB 1 million in funding. The initiative aimed to engage both professionals and creative community members from across Yakutia. Applications were reviewed by a dedicated commission, and the final winner was selected through a public vote involving 4,000 participants

NEXT STEPS

In 2026:

- ALROSA intends to implement measures envisaged by its Comprehensive Programme for Environmental Protection and Environmental Safety.

Additionally, the Company will update standard forms of terms of reference in accordance with the Regulations on Engagement with Counterparties on Environmental Safety Compliance within the Operational Territory of PJSC ALROSA.



Air emissions

APPROACH TO EMISSIONS MANAGEMENT

ALROSA's diamond mining and processing operations, alongside its transport, energy and geological exploration assets, inevitably generate atmospheric emissions of pollutants. Prolonged exposure to high concentrations of these emissions adversely impacts natural ecosystems and human health. This underpins ALROSA's systematic approach to managing air pollutant emissions across all stages of the production cycle. The Company strictly regulates emission volumes, conducts continuous industrial environmental control, and implements a comprehensive portfolio of technological and organisational measures to minimise atmospheric impact.

ALROSA's principles and approach to air quality management are formalised in the Policy on Protection of Atmospheric Air, which defines the Company's key objectives:

- identification and elimination of hazardous factors leading to fugitive emissions of pollutants;
- GHG emissions management and reduction;
- prevention of harmful effects on air and improvement of its condition;
- compliance with emission limits;
- constant monitoring of emission sources.

ALROSA allocated

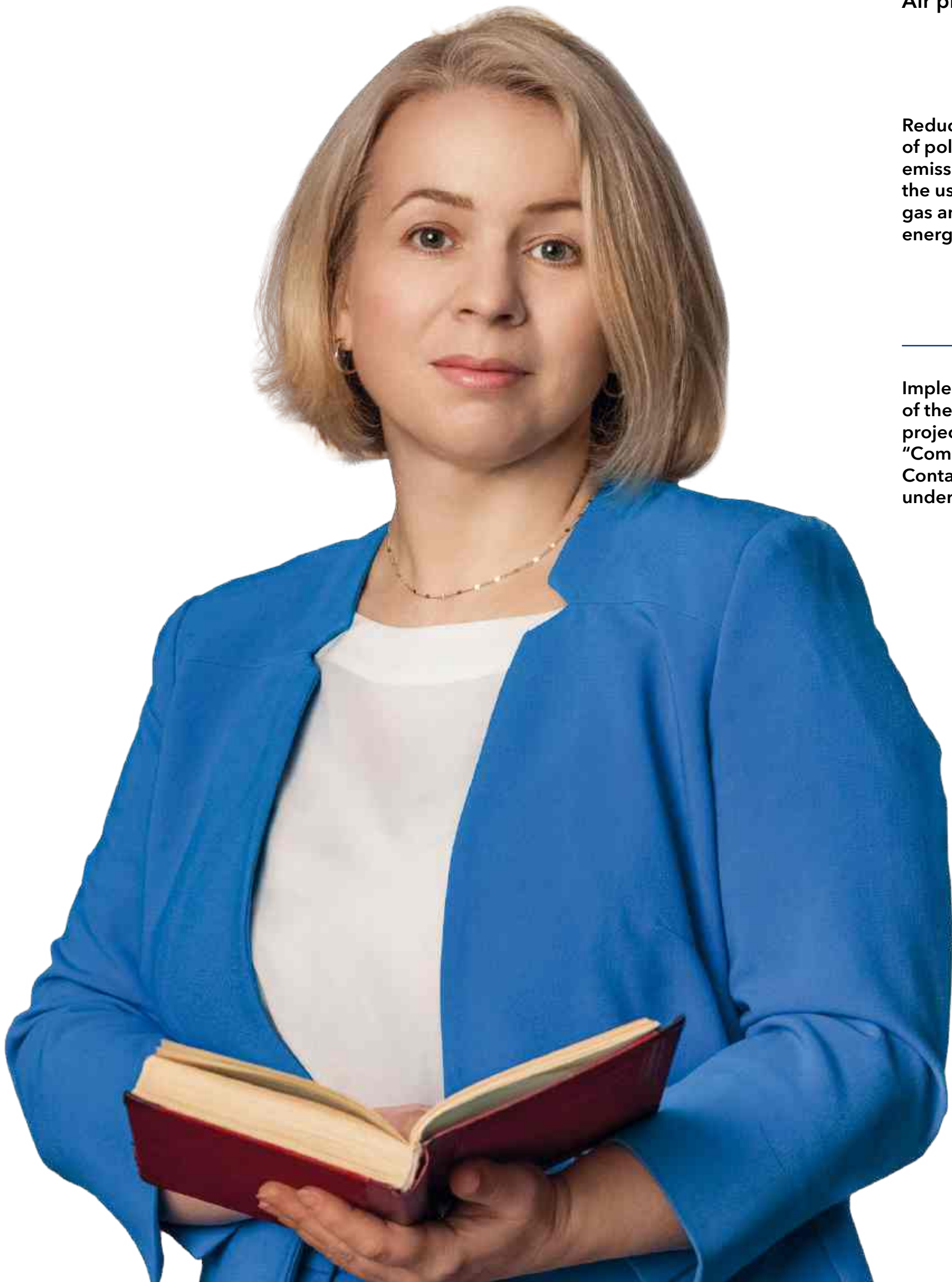
RUB 168 million

to air protection initiatives in 2025

Air protection initiatives in 2025

	AREA	PROGRESS FOR 2025
Compliance with regulatory requirements	Adherence to established emission limits	The Company monitors compliance with established emission limits, tracks environmental impact levels, and conducts instrumental emission measurements as part of its industrial environmental control programme. As part of its efforts to comply with the existing impact limits, ALROSA continues to develop a methodology for calculating pollutant emissions from stationary sources¹, engaging an external expert organisation. During the reporting year, calculated specific emission indicators were adjusted, and field studies are planned to be carried out subsequently in line with the requirements of external experts. Upon completion of the work, the methodology will be submitted to the Ministry of Natural Resources and Environment of the Russian Federation for validation and approval
	Monitoring air emissions during adverse weather conditions	As prescribed by law, the Company monitors atmospheric emissions during periods of adverse weather conditions. ALROSA collaborates with the Federal State Budgetary Institution “Hydrometeorological Research Center of the Russian Federation” (Hydrometcenter of Russia) to get forecasts, enabling timely response and implementation of emission reduction measures². These measures are executed in accordance with plans approved by the relevant state authority
	Additional air quality monitoring at the boundaries of sanitary protection zones	ALROSA monitors the quality of atmospheric air at the borders of sanitary protection zones and develops new zone projects where required by legislation. In 2025 air quality measurements were conducted at 22 Company sites for this purpose
Reduction of pollutant emissions from ALROSA's Diamond Mining and Processing Operations	Replacement of filter elements in gas cleaning and dust-collecting systems	The Company annually replaces filter elements in gas cleaning units at the Aikhal MPD and the Mirny and Nyurba MPD. Implementing modern filters addresses several critical objectives: • removal of diamond-bearing and waste rock particles generated during ore crushing, screening and transportation; • filtration of exhaust gases and aspiration air from drying units and auxiliary operations; • reduction of overall gas pollution and ensuring safe working conditions for personnel at industrial sites; • keeping pollutant emission levels strictly within maximum permissible concentrations
	Improvement and selection of dust suppression measures	During summer months, ALROSA implements annual dust suppression activities at the Aikhal MPD, Mirny and Nyurba MPD, Udachny MPD and MUAD. The Company continuously monitors new technological solutions for reducing emissions from fugitive sources (open-pit mines, roads). Improved dust suppression also helps ALROSA achieve the following: • ensuring safe traffic conditions in quarries; • reducing equipment wear; • minimising the risk of occupational diseases among employees; • protecting ecosystems surrounding industrial sites

¹ Drilling, blasting, loading and unloading operations, transportation of rock, dusting of dumps, tailings dams and ore storage facilities.
² The contract covers 12 facilities with a negative environmental impact located in the Republic of Sakha (Yakutia) and Irkutsk Region.



Air protection initiatives in 2025 (continue)

AREA	PROGRESS FOR 2025	
Reduction of pollutant emissions through the use of natural gas and renewable energy	Connection of production facilities to gas supply	ALROSA implements a comprehensive programme to increase the share of renewable energy and natural gas as a key low-carbon transition fuel. These initiatives also contribute to reducing atmospheric pollutant emissions  For further details on energy transition initiatives in 2025, refer to the section “ALROSA’s initiatives to manage climate-related risks and opportunities”
	Conversion of vehicles to gas fuel	
	HPP upgrade	
Implementation of the integrated project “Combating Gas Contamination” under the PID&TU	As open pits grow deeper, gas contamination tends to occur, particularly during periods of low temperature. This problem arises because wind speeds decrease as pit depth increases. As a result, exhaust gases from diesel-powered equipment accumulate in the pit and become trapped by an overlying layer of air. All these factors significantly worsen working conditions	
	Air cleaning system for cabins	ALROSA has developed a cabin air purification system for mining vehicles that is designed for Far North conditions and meets the technical specifications for removing harmful impurities found in gas-contaminated open-pit air. The technical solution, which provides machinery operators and drivers with gas protection inside the cabins of mining equipment, was put into industrial operation in 2022
	Development of a battery-powered (portable) life-support system for Jubilee mine production personnel working under conditions of extremely low temperatures and air contamination	Despite the introduction of the air purification system, certain tasks still cannot be performed in gas-contaminated conditions because personnel are required to work outside the cabins of mining transport equipment. Therefore, in 2025, ALROSA’s Innovation and Technology Centre continued its work on developing personal respiratory protective equipment
	R&D “Development of an on-board exhaust gas treatment system for dump trucks”	In 2025 the Company launched the development of a commercial prototype of the on-board exhaust gas treatment system for dump trucks. The development and deployment of the system on dump trucks, which account for the majority of exhaust emissions in the pit, will enable ALROSA to significantly reduce the concentration of harmful substances in the trucks’ exhaust gases, thereby slowing or preventing gas contamination in open pits
	Technology for monitoring the onset and cessation timelines of gas contamination in open-pit mines	At present, ALROSA predicts the onset or cessation of gas contamination using indirect parameters (such as ambient air temperature and wind direction), with data obtained from a pit weather station or collected from public sources. This approach does not provide a high degree of certainty in determining when a period of gas contamination will begin or end. In 2025 ALROSA entered into a cooperation agreement with the A. M. Obukhov Institute of Atmospheric Physics of the Russian Academy of Sciences to develop a methodology for monitoring the timing of the onset and dispersal of gas contamination in open pits based on temperature profiler data and the use of AI technologies. In the reporting year, the Institute conducted experimental research on open-pit weather parameters, confirming the feasibility of further developing this methodology

¹ A meteorological temperature profiler is an instrument for the remote measurement of air temperature at various heights up to 1 kilometre (within the lower atmosphere). Profilers can accurately detect the presence and altitude of temperature inversions (where temperature increases with height rather than decreases), which have a significant impact on air pollution levels.

INDICATORS OF POLLUTANT EMISSIONS

In the reporting year, ALROSA’s gross air emissions decreased by 10% compared to 2024, totalling 14,762 tonnes. The primary drivers of this reduction were a decrease in mining volumes in line with the work plan and the implementation of optimisation measures.

The majority of the Company’s emissions (71%) are gaseous and liquid substances. Within this category, nitrogen oxide and nitrogen dioxide account for the largest share (38%). Gross emissions of gaseous and liquid substances decreased by 10% in the reporting year, primarily due to the mothballing of some Company assets.

ALROSA’s Diamond Mining and Processing Operations remain the largest source of emissions, accounting for 81% of the ALROSA Group’s total emissions in 2025.

GRI 305-7

GRI 14.3.2

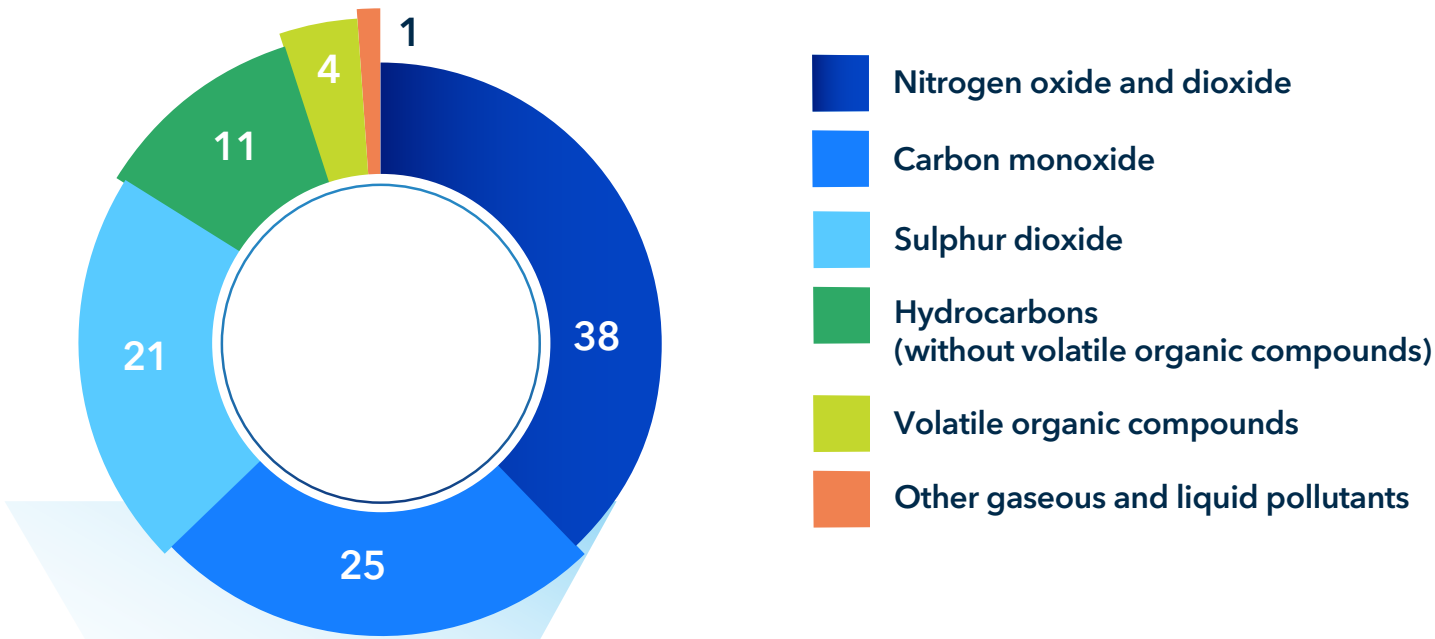
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PBCS 7

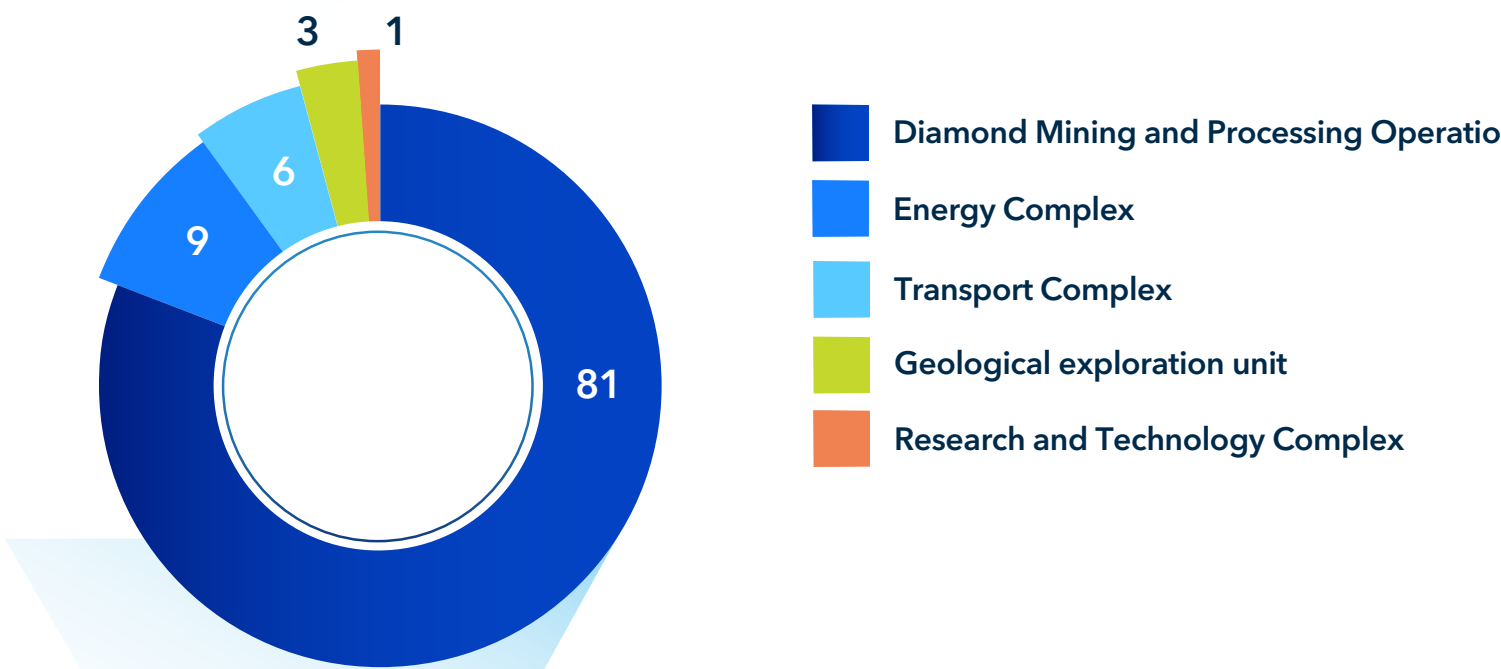
ALROSA Group’s pollutant emissions, tonnes

INDICATOR	2022	2023	2024	2025	CHANGE VERSUS 2024
Gaseous and liquid substances	10,617	11,428	12,144	10,522	-13%
Hydrocarbons (without volatile or-ganic compounds)	1,587	1,517	1,464	1,211	-17%
Carbon monoxide	3,743	3,892	3,428	2,645	-23%
Nitrogen oxide and dioxide	2,716	3,430	4,555	3,995	-12%
Sulphur dioxide	2,078	2,028	2,135	2,161	1%
Volatile organic compounds	393	461	460	418	-9%
Other gaseous and liquid pollutants	100	101	102	92	-10%
Solid substances (dust, smoke)	5,095	4,480	4,322	4,240	-2%
Gross air emissions of pollutants	15,712	15,908	16,466	14,762¹	-10%

Breakdown of pollutant gaseous and liquid pollutants emissions across ALROSA Group in 2025², %



Sources of pollutant emissions for ALROSA Group, %



¹ Of these, 20 tonnes are emissions of pollutants of hazard classes I and II.
² The breakdown is presented for gaseous and liquid pollutants.

Use of water resources

WATER MANAGEMENT

GRI 3-3

GRI 303-1

GRI 14.7.1

Diamond mining and ore processing require significant volumes of water. ALROSA withdraws water from surface and underground sources in two operating regions: the Republic of Sakha (Yakutia) and the Arkhangelsk Region. Despite the absence of water scarcity in these regions¹, the Company implements measures to prevent and minimise adverse impacts on aquatic ecosystems.

When withdrawing and discharging water, ALROSA strictly complies with the requirements of permitting documents and the provisions of its [Water Resources Protection Policy](#) and [2035 Environmental Strategy](#). Both documents have been developed in accordance with international and national standards, best industry practices, and aim to ensure sustainable water use and protect aquatic ecosystems.

ALROSA assesses its impact on water resources as part of industrial environmental control and identifies and assesses water-related risks. Water risk identification and ranking are conducted annually in accordance with corporate regulations. The outcomes of the risk assessments are reviewed by the Steering Committee for Identification and Assessment of Operational (Production) Risks.

In 2025 the Company identified the following water risks as material:

- risk of water supply interruptions to processing plants, where water is a critical resource;
- risk of pollution of water bodies and groundwater from operational activities (particularly significant for alluvial deposits and tailings dams).

In addition, in the reporting year, ALROSA assessed water risks associated with climate change. To monitor these risks, the Company collaborated with the Melnikov Permafrost Institute of the Siberian Branch of the Russian Academy of Sciences to develop a system of key risk indicators.

To assess the impact of climate change on water resources, the Company conducts scientific research and monitors water bodies and hydraulic structures. The results are used, inter alia, to develop climate adaptation measures.

RUB **491** million
was allocated to wastewater collection and treatment initiatives by ALROSA In 2025 representing a 4% increase compared to 2024

ALROSA's strategic climate-related risks

NAVIGATION RESTRICTION RISK

Declining river levels, particularly in the Markha River basin, pose challenges to logistics. However, risks on the Vilyuy River are mitigated through effective water release management via the HPP cascade

WATER SHORTAGE RISK IN RESERVOIRS

Reservoir levels are a critical factor for the stability of processing and for supplying drinking water to towns and settlements in operating regions

 For further details on climate-related risks, refer to the section “[Climate change and energy efficiency](#)”

ALROSA's water risk management initiatives in 2025

TYPE	INITIATIVES IN 2025
Floodwater passage preparation	ALROSA annually develops plans for the safe passage of floodwaters at operating assets and designated river sections. To forecast the safe passage of spring high water and rainfall floods, and to monitor temperature fluctuations, the Company utilises seven meteorological stations in Mirny, Udachny, Nakyn, Aikhal, and Verkhnyaya Muna  For further details on flood prevention measures, refer to the section “ Climate-related risks and opportunities ”.
Implementation of automation programmes	ALROSA implemented an automated wireless monitoring system for hydraulic structures, enabling real-time monitoring of water levels and dam conditions. By the end of 2025, the monitoring system had been deployed across all hydraulic structures of PJSC ALROSA in the Republic of Sakha (Yakutia)
Research	R&D was completed on the impact of climate change on the response of the natural and technical environment at ALROSA Group sites. ALROSA studied long-term changes in the water levels of the Irelyakh and Sytykan Reservoirs resulting from global warming. The resilience of industrial infrastructure, buildings, and structures was assessed. A 50-year projection of potential changes in climatic factors under a changing climate was developed, based on a 30-year retrospective period
Engineering surveys	• ALROSA conducted a comprehensive set of engineering surveys to identify the causes of icing processes in the lower reaches of the Irelyakh River. As a result, data was collected on various characteristics of ice formations and the impact of discharging warm, treated water on icing processes • As part of the project to raise the level of the Svetlinskoye Reservoir to increase power generation at the Svetlinskaya HPP, the Company conducted a risk assessment of changes to the reservoir shoreline. Based on the findings, new Water Resource Use Rules were developed to establish mechanisms for sustainable water management, and design documentation was updated to account for identified topographical features. Water level raising work is scheduled for 2026

¹ ALROSA does not withdraw or discharge water in regions classified as water-scarce in accordance with the Water Strategy approved by Russian Government Resolution No. 1235-r of 27 August 2009.

 For further details on water risk management related to climate change, refer to the section “[Climate-related risks and opportunities](#)”.

WATER USE

GRI 303-1 GRI 14.7.2

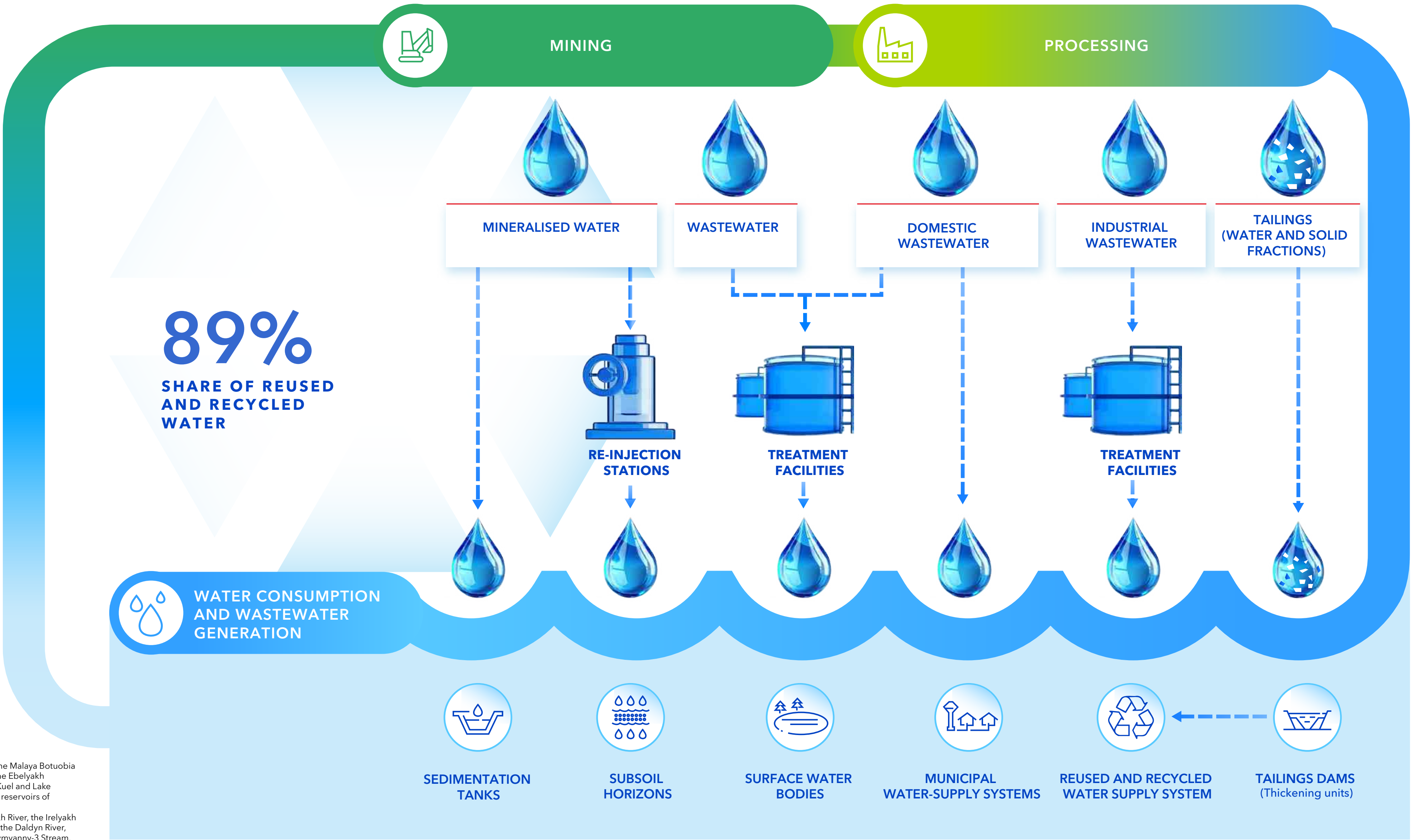
ALROSA utilises water bodies to meet the technological needs of its operations based on acquired water use rights. The Company withdraws water¹, discharges wastewater² (within established limits), and constructs and reconstructs hydraulic structures.

ALROSA primarily withdraws water from surface and groundwater bodies and discharges treated wastewater into surface freshwater bodies. Water withdrawal and discharge are conducted in accordance with the standards set by permitting documents, taking into account the natural characteristics of the water bodies.

The ore mining process generates associated natural waters. To prevent high-mineralisation water from entering surface water bodies, the Company employs re-injection technologies to return associated waters to underground aquifers.

GRI 303-2 GRI 14.7.3

During mining and ore processing, wastewater and industrial water are generated. The Company directs them for treatment before either discharging it into water bodies or reusing in production processes.



¹ The main water bodies where the Group withdraws water are the Chuonalyr River, the Malaya Botuobia River, the Irelyakh River, the Severnaya Vaizitsa River, the Bolshaya Kuonamka River, the Ebelyakh River, the Molodo River, the Daldyn River, the Sytykan River, the Lena River; Lake Sis-Kuel and Lake Samoyedskoe; the reservoirs of the Markha River, the reservoir of the Vilyui River, the reservoirs of the Bezmyanny-1 Stream, the buffer reservoir of the Hannya River.

² The main water bodies where the Group discharges wastewater are the Sokhsolookh River, the Irelyakh River, the Molodo River, the Talakhtaakh River, the Ebelyakh River, the Zolotitsa River, the Daldyn River, the Lena River, the Vilyuy River, a tributary of the Dyulyung Otuu Stream and the Bezmyanny-3 Stream.

Prior to discharge into natural water bodies, all industrial water and wastewater undergoes mandatory treatment at the ALROSA Group’s facilities using biological and physicochemical methods. The Company does not utilise radioactive substances or aggressive chemical reagents in its production processes; therefore, discharged wastewater does not contain pollutants of hazard classes I or II.

To ensure sustainable water use and reduce water withdrawal, ALROSA implements a recycled and reused water supply system. The closed-loop water supply is maintained in part by the thickening unit: this installation uses centrifugal force to recover the majority of the process water from the tailings, returning it to the production circuit for reuse.

Key initiatives in the reporting year focused on increasing the share of water recycling and reuse, improving the treatment quality of tailings dam water, and reducing overall water consumption.

Water withdrawal and discharge

WATER WITHDRAWAL from 30 surface water sources		WATER DISCHARGE into 26 surface water sources	
Total permissible volume under concluded water use contracts	Actual volume of water withdrawn	Total permissible volume of discharges under decisions on the provision of water bodies for use	Actual volume of water discharged
42.3 million m ³ (-16% against 2024)	22.7 million m ³ (-5% against 2024)	106.4 million m ³ (-3% against 2024)	74.9 million m ³ (-7% against 2024)

Areas of focus in water protection in 2025

AREA	2025 INITIATIVES	ACHIEVED RESULTS AND EXPECTED EFFECTS
Use of recycled water, wastewater, treated wastewater for technological needs of processing plants	The Udachny MPD implemented a water supply scheme for the thermal separator unit stages, enabling freshwater to be replaced with recycled water. In 2026, testing is planned to determine the optimal ratio of recycled water to freshwater	35,000 m ³ : actual reduction in water consumption compared to the 2025 target level
	The Aikhal MPD continued design and survey work to implement a closed cooling circuit for reduction gears and bearings of the wet self-grinding mill	146,000 m ³ : expected annual reduction in freshwater consumption
	Scientific research continued to assess the impact of recycled water on X-ray luminescent separator performance; monitoring of separator operational parameters is in progress	61,000 m ³ for the Mirny and Nyurba MPD and 221,000 m ³ for the Udachny MPD: expected reduction in freshwater consumption
Introduction of advanced methods for treating mineralised water from tailings dams	Pilot tests were completed on the demineralisation of recycled water from the Udachny MPD tailings dam using the thermal distillation technology Pilot tests were completed for the vertical disc osmosis system for treating mineralised water from the Udachny MPD tailings dam	The technology demonstrated high treatment efficiency: - the water meets standards for fishery purposes; - overall water composition aligns with regulatory limits, with minor deviations in specific parameters (pH, copper, and zinc content) that can be adjusted
Reduction of unsustainable water use in apartment buildings	ALROSA implemented a programme to install communal water meters in apartment buildings, with water metering units commissioned in Aikhal (72), Udachny (45) and Mirny (66) A total of 133 apartment buildings were equipped with metering units	233,600 m ³ actual reduction in water consumption compared to 2024

WHAT ALROSA IS PROUD OF

WATER MANAGEMENT LEADER

For the second consecutive year, ALROSA was recognised as a leader in effective water management by the RAEX rating agency. ALROSA was again placed in Group 1 of the ranking, which comprises companies with very high levels of water resource management.





WATER USE INDICATORS

GRI 303-1 GRI 14.7.2 SASB EM-MM-140a.1

In the reporting year, ALROSA Group's water withdrawal decreased by 7% to 22.9 million m³. The reduction was achieved through the implementation of ALROSA Group's 2035 Environmental Strategy. In 2025 the water source mix remained unchanged: surface and underground water bodies accounted for 91% of the total water withdrawal, while municipal water supply systems accounted for 9%, including receiving water from a subsidiary of the ALROSA Group.

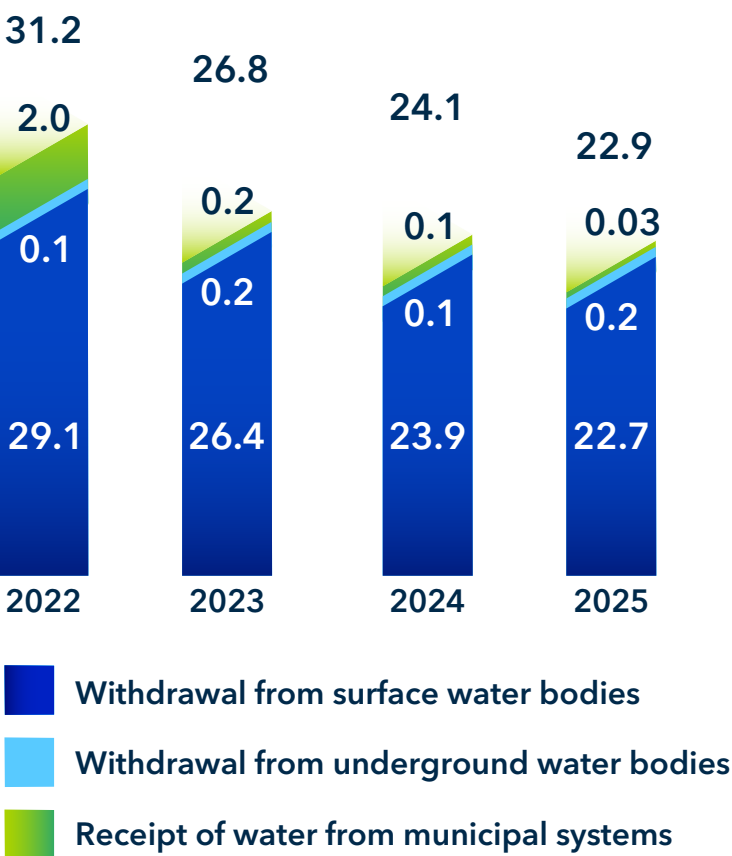
Total water consumption decreased by 5% year-on-year, reaching 27.7 million m³. The reduction is attributable to the implementation of measures under the ALROSA Group's Environmental Strategy. Water consumption by category is as follows: 57% for production purposes, 15% for drinking and household needs, and 28% for other uses¹.

In 2025 the Company continued to utilise recycled water in production processes, maintaining the share of reused and recycled water at 89%².

Total water consumption decreased by 6% from 248 million m³ to 233 million m³ due to the implementation of ALROSA Group's Environmental Strategy.

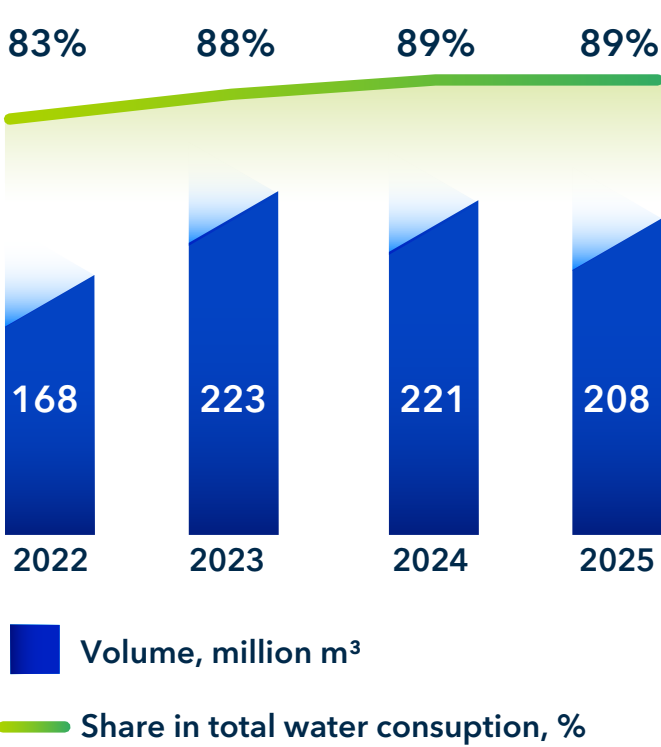
Water withdrawal³, million m³

GRI 303-3 GRI 14.7.4 PBCS 1

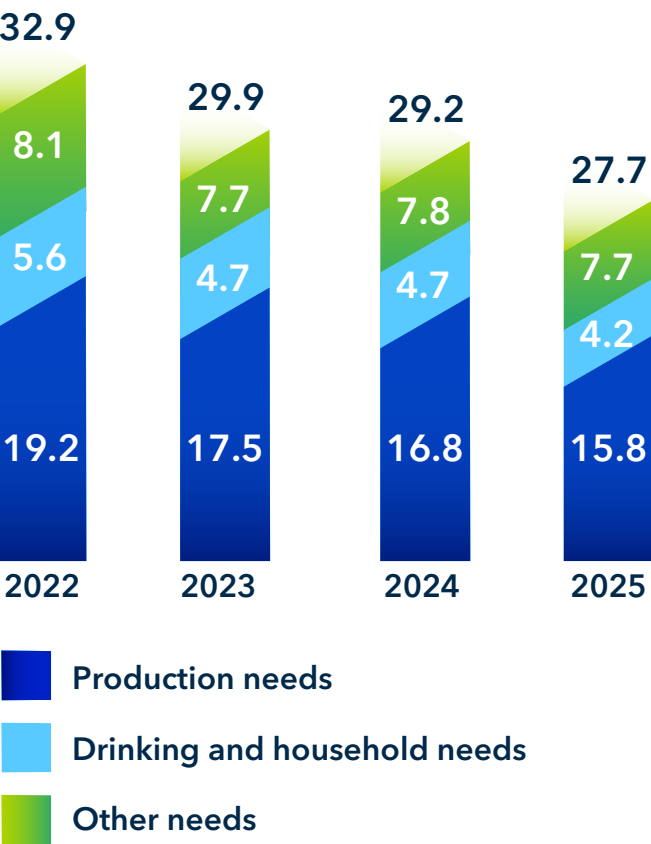


Reused and recycled water supply, million m³
and % of total water consumption

PBCS 3

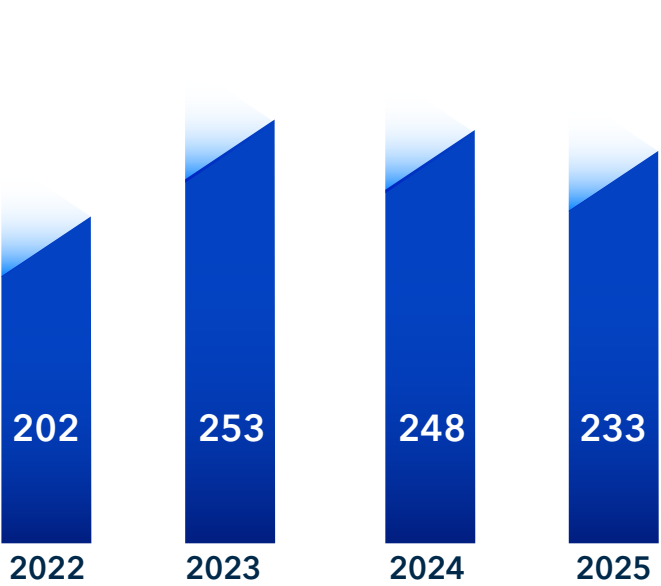


Water consumption (excluding reused and recycled water)¹, million m³



Total water consumption⁴, million m³

PBCS 2



GRI 303-4 GRI 14.7.5

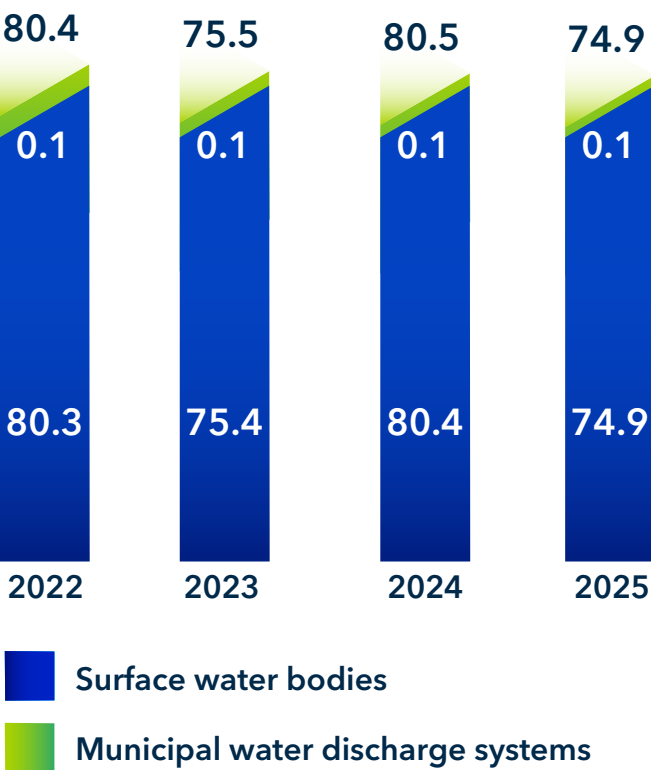
Total water discharge decreased by 7% to 74.9 million m³. The Diamond Mining and Processing Operations and the Energy Complex account for the majority of water discharge into natural water bodies. Most wastewater (99%) is discharged into surface water bodies.

Due to reduced wastewater discharge volumes and improved treatment quality, pollutant discharge into water bodies dropped by 12% compared to 2024. The share of contaminated wastewater in total discharge was 11%, a 15 p.p. decrease from the previous year (26% in 2024).

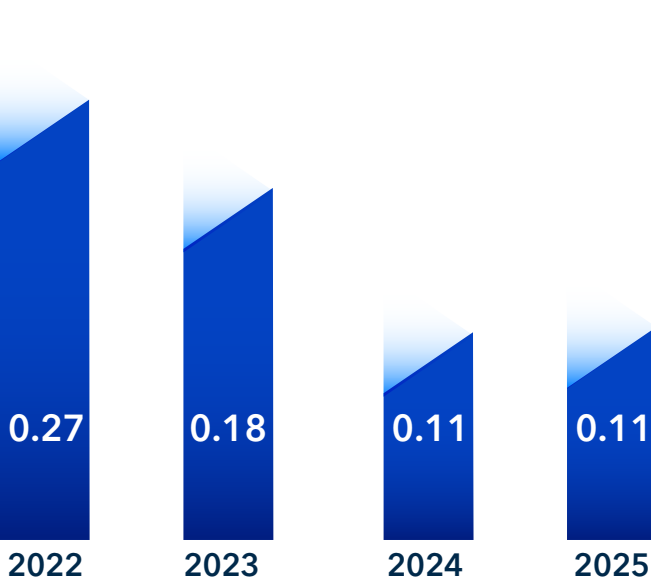
Specific water withdrawal remained unchanged at 2024 levels, standing at 0.11 m³/carat, while specific water discharge increased by 3% to 1.99 m³/carat.

Wastewater disposal, million m³

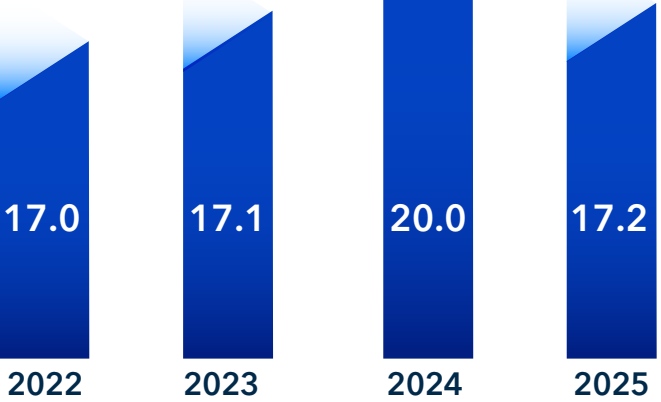
GRI 303-4 GRI 14.7.5 PBCS 4



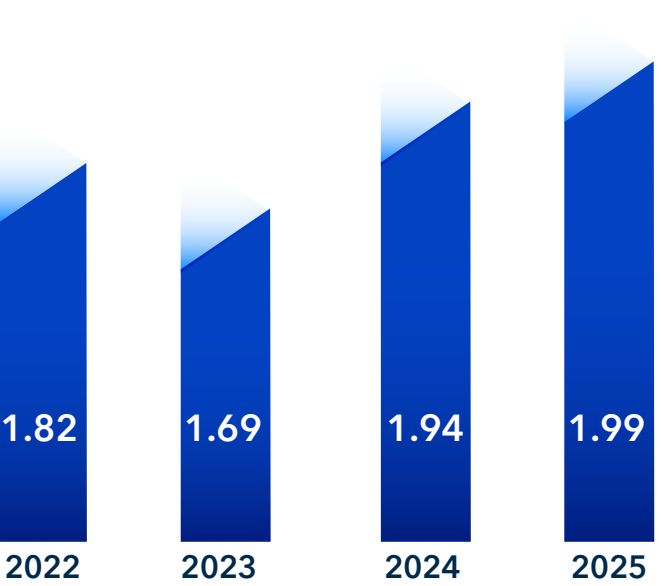
Specific water withdrawal from surface water bodies, m³/carat



Discharge of pollutants into water bodies, thousand tonnes



Specific water discharge into surface natural water bodies, m³/carat



¹ Other uses include agricultural activities, transportation losses, transfers without use, etc. The indicator includes the use of water for production needs from storage tanks and natural inflow.

² The indicator is calculated using the formula: total reused and recycled water / total water consumption × 100.

³ In 2025 the Company revised the methodology for calculating the water discharge indicator "Municipal water discharge systems", excluding intra-group transactions.

⁴ The indicator includes reused and recycled water, as well as water withdrawal from sources.

NEXT STEPS

Plans under the new 2029 sustainability programme

EN2 Ensuring efficient water use and disposal

TARGET

Achieving a 14% reduction in surface water withdrawal compared to 2023 by 2030

Ensuring surface water intake intensity of diamond mining and manufacturing subsidiaries at a level not exceeding 0.065 m³ per m³ of overburden by 2030 (with an annual decrease of 10% starting in 2025)¹

Ensuring at least 96% of water recycling in diamond mining and manufacturing subsidiaries annually¹

PLANS UNDER THE PROGRAMME

Continuing measures to increase the volume of recycled water used for the operational needs of processing plants, open-pit and underground mines

¹ Target of the Diamond Mining and Processing Operations.

Waste management

WASTE MANAGEMENT APPROACH

GRI 306-1 GRI 14.5.2 GRI 14.5.4 SASB EM-MM-150a.10

ALROSA systematically improves its processes to reduce waste generation and increase the proportion of waste that is reused. The primary components of the Company’s operational waste are overburden and tailings, generated during rock processing. Such waste poses minimal risk to ecosystems, belonging to hazard classes IV-V. However, certain industrial and household waste streams require strict handling protocols to prevent environmental impact.

ALROSA’s waste management framework is anchored in its [Policy on Responsible Consumption and Production](#), which defines core objectives and waste management components. Waste management initiatives are also integrated into the [2035 Environmental Strategy](#) and the 2028 Comprehensive Programme for Environmental Protection.

All generated waste is neutralised, recovered, or disposed of in strict compliance with statutory requirements, either at Company facilities or through specialised third-party operators.

Annual industrial environmental control includes assessments of disposal site conditions, waste tracking, and compliance with hazard-specific handling standards.

The 2025 monitoring of waste disposal sites revealed no adverse changes in soil, ground, or atmospheric composition, no deterioration in radiological conditions, and no unauthorised waste disposal locations.

To assess the composition of household and production waste, ALROSA conducts sampling and analysis. During the reporting year, 28 waste samples were collected, yielding 28 reports with biological testing results and hazard classification conclusions for waste generated during mining, processing, and other activities at the Mirny and Nyurba, Udachny, and Aikhal MPDs. Waste passports for hazard classes I-IV are prepared based on composition analysis; four such assessments were conducted in 2025.

Waste data collection and accounting are governed by statutory requirements, internal corporate standards, and dedicated operational instructions for waste handling and primary recording. Each ALROSA division has designated personnel responsible for maintaining waste movement logs.

Waste management for mining operations is coordinated by surveying and geological services, the Production Planning Department, and the Environmental Centre. Surveyors conduct initial monitoring and track mine plan execution, geologists process the collected data, and Environmental Centre staff maintain records for analytical reporting and regulatory submissions.

Data is consolidated quarterly and then sent to Rosprirodnadzor once a year. In 2025, amendments to the Russian Federal Law “On Subsoil” introduced a revised approach to accounting for overburden at the Company’s deposits. Overburden is excluded from waste classification when designated for utilisation in accordance with approved project or technical documentation, and is therefore not included in total waste generation volumes.

WASTE MANAGEMENT INITIATIVES

GRI 306-1 GRI 306-2 GRI 14.5.3

In the reporting year, the Company continued to implement measures aimed at reducing waste generation, increasing recycling and reuse rates, and ensuring the safe disposal of waste, including through the application of BAT.

ALROSA is systematically implementing the reuse of overburden in various areas of its operations, such as the construction of intra-pit roads, sites and production infrastructure; the construction of dams and other hydraulic structures; the rehabilitation of disturbed land, and the backfilling of mined-out areas and open-pit walls during the phased completion of mining operations. The Company is also exploring the recycling of tailings, conducting compositional analysis to assess the potential recovery of co-products and applications

in construction. This waste reuse practice is seen as part of ALROSA’s transition towards circular economy principles.

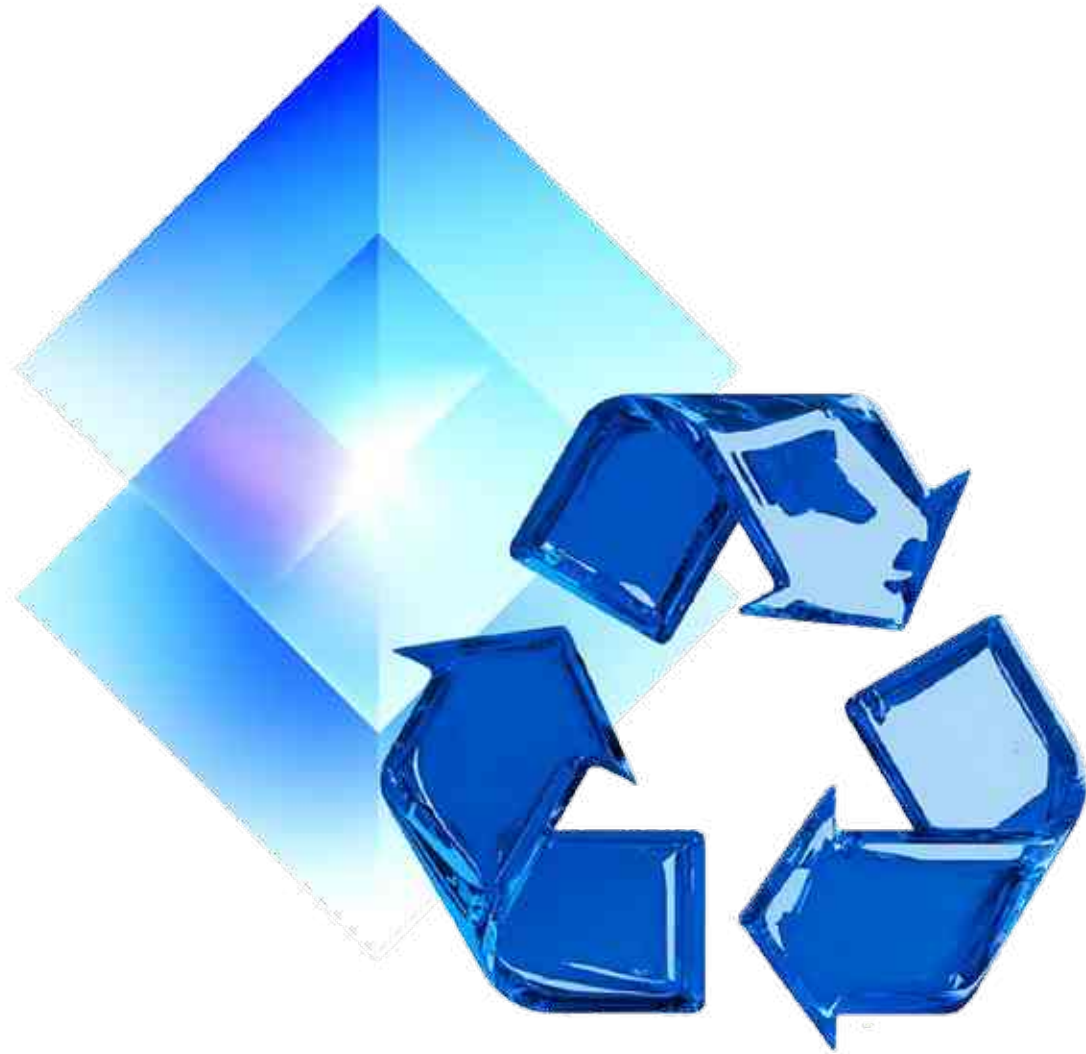
ALROSA’s mining operations involve intensive use of heavy mining vehicles and equipment, which generate waste tyres and petroleum-contaminated waste. The Company seeks to optimise equipment utilisation, including measures to reduce tyre wear. End-of-life tyres are repurposed by Company facilities for internal needs, including the construction of geogrids for the reinforcement of ground, road bases, slopes, and steel pipeline support structures.

Waste oils are processed to generate heat and produce liquid fuels and lubricants, both for internal operations and for sale. To prevent accidental petroleum product spills at ALROSA sites, the Company uses bund walls and drip trays for the storage of fuels and lubricants, conducts regular fleet and equipment maintenance programmes, and keeps emergency stocks of sorbents across operational sites.

In 2025 approximately 1,400 tonnes of waste oil and 3,000 tonnes of end-of-life tyres were repurposed for internal operations

Specific industrial waste streams (e.g. mercury-containing waste, spent batteries) are transferred to licensed specialised organisations for neutralisation and recovery. Management of explosive material waste is conducted in strict compliance with industrial safety legislation.

Municipal solid waste (MSW) is transferred to regional waste management operators under contractual agreements. Separate waste collection is organised across production sites and shift camps, with collected materials subsequently directed for recycling. Additionally, ALROSA sells scrap metal and obsolete office equipment, further reducing the volume of waste requiring disposal.



Waste management initiatives in 2025

AREA	PROGRESS FOR 2025
Waste generation reduction	- Expansion of separate waste collection practices across operational sites - Reduction in plastic waste generation through the procurement of biodegradable office supplies - Electronic document management - Implementation of measures to increase the service life of oversized tyres - Continuation of the CNG conversion programme for light and passenger vehicles, resulting in reduced waste oil and petroleum-contaminated waste from the fleet
Development of standards for specific waste streams	- Development of internal standards for handling used tyres, oils, fire extinguishers for their conversion to materials for production needs or sale to third parties - A calculator was developed to determine the weight of packaging and container waste based on updated procurement specifications. In 2025 collection rates were analysed by packaging type: wood, cardboard, plastic film, and polypropylene bags. In 2024–2025, the Company's facilities accumulated 700 to 1,900 tonnes of packaging per year
Transfer of waste for recycling	Contracts were signed with licensed organisations for the recycling of used tyres, household appliances, and office equipment
Waste reuse	- Sludge and sediment from treatment plants were utilised as fertiliser for land reclamation - A production line for saponite products was put into operation, work is underway to certify saponite-containing products (fertilisers, agrochemicals, construction materials, feed additives, etc.)

Beyond managing its own operational waste, ALROSA regularly conducts community environmental initiatives to promote responsible waste management in its regions of operation. The Company frequently organises collection campaigns for batteries and other hazardous waste streams, which are subsequently transferred to specialist organisations for recovery.

 For further details on the social and environmental measures taken in 2025, see the section “[Approach to environmental management](#)”.



WHAT ALROSA IS PROUD OF

RECYCLING OF SAPONITE-CONTAINING WASTE

Since 2023, ALROSA has implemented a project to develop a high-tech system for recycled water treatment with recycling of saponite-containing waste from diamond mining into marketable products. The initiative has been delivered in partnership with the Northern (Arctic) Federal University named after M. V. Lomonosov under a subsidy from the Russian Ministry of Science and Higher Education.

The closed-loop water clarification and saponite product production chain enables the efficient, low-impact extraction of polymineral clays from the tailings dam.

AREA	PROGRESS FOR 2025	STATUS
Development and implementation of water treatment and saponite product technologies	In cooperation with the Northern (Arctic) Federal University named after M. V. Lomonosov, ALROSA completed R&D on recycled water clarification technology and saponite-containing waste processing into marketable products	
	The water treatment technology (a recycled water clarification unit) was put into industrial operation at the processing plant of the Lomonosovsky MPD	
	A production line for manufacturing saponite-based products was commissioned. Once it reaches full capacity, the unit will be able to produce up to two tonnes of fertiliser per hour	
Certification of products	ALROSA obtained certification for saponite application in concrete and paving tiles	
	State registration of an agrochemical (in suspension form) was completed	
	A package of documents is being compiled for the registration of a saponite-based product as a feed additive for farm animals	
	ALROSA submitted applications for the certification of saponite as an agrochemical (in powder and granule form) and as a geosynthetic saponite waterproofing material	

WASTE MANAGEMENT INDICATORS

GRI 306-3

GRI 14.5.4

SASB EM-MM-150a.4

SASB EM-MM-150a.5

SASB EM-MM-150a.6

SASB EM-MM-150a.7

In 2025 the ALROSA Group generated 104.1 million tonnes of waste, comprising 83.2 million tonnes of overburden and 20.8 million tonnes of tailings. The 44% year-on-year reduction in total waste volume is attributable to both the reduction in production volumes according to the work plan and the implementation of optimisation measures, as well as changes in legislation related to the approach to accounting for overburden.

GRI 306-3

GRI 306-4

GRI 306-5

GRI 14.5.5

GRI 14.5.6

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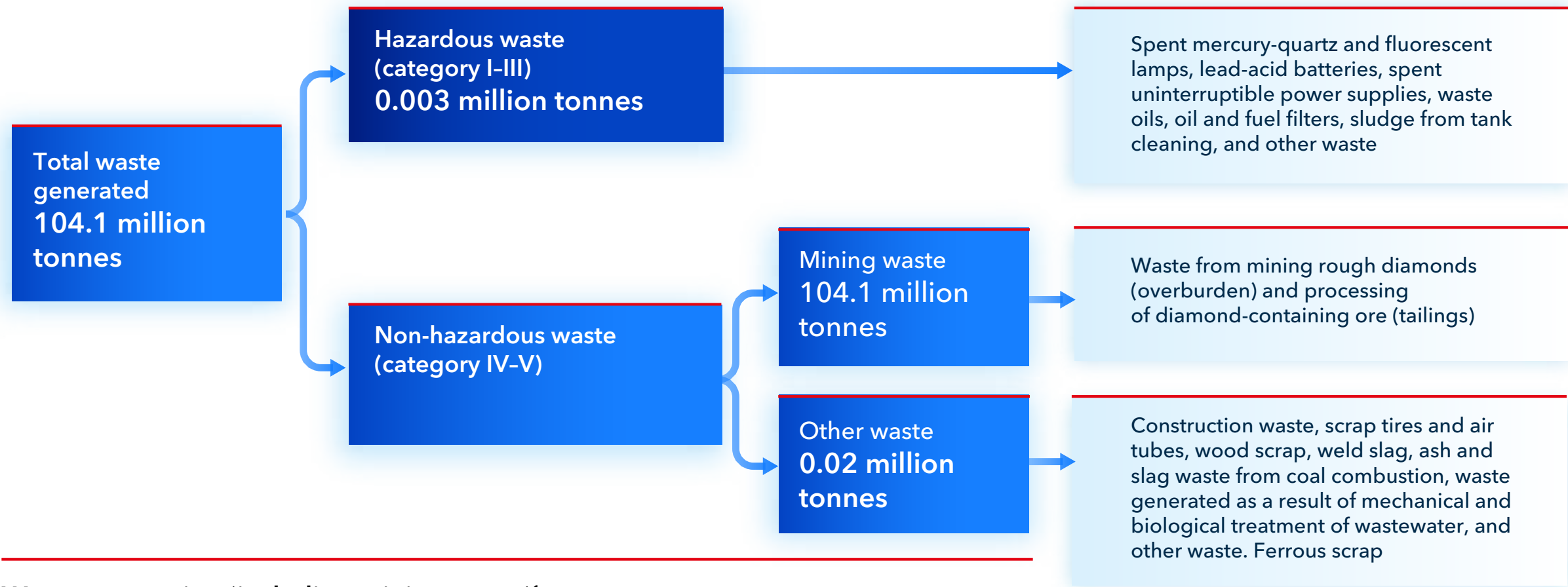
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In the reporting year, the total volume of recovered waste, including mining waste, reached 2.8 million tonnes. The 54% reduction in this figure is attributable to changes in waste accounting methodology and the overall decrease in waste generation. The proportion of recovered waste relative to total generated waste remained unchanged at 3%, consistent with 2024 levels.

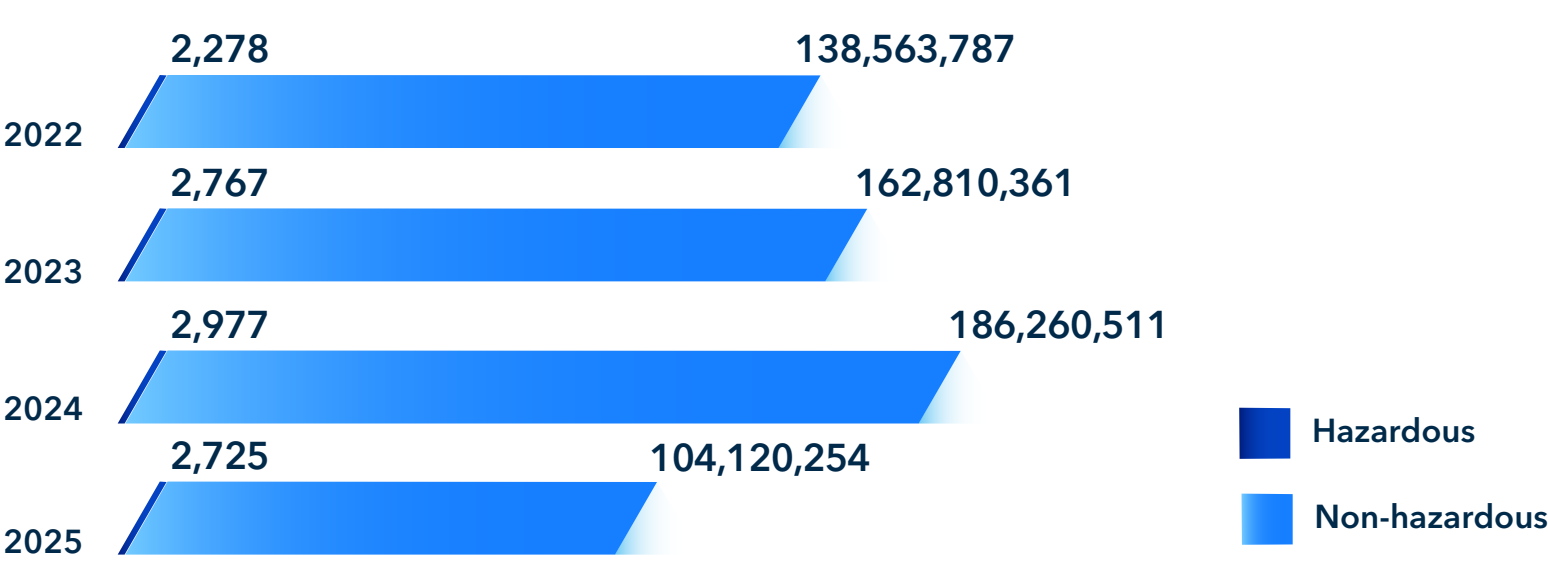
The volume of disposed mining waste decreased by 42% (from 180.4 to 101 million tonnes), driven by lower production volumes, revised accounting practices, and the increased use of the waste as materials for operational needs. Nearly 80% of this volume (82 million tonnes) comprises overburden, with a further 19 million tonnes consisting of tailings. Most of this waste (99.9%) is disposed of at Company-owned facilities.

¹ The 2022 total weight of non-hazardous waste has been restated to correct identified discrepancies.

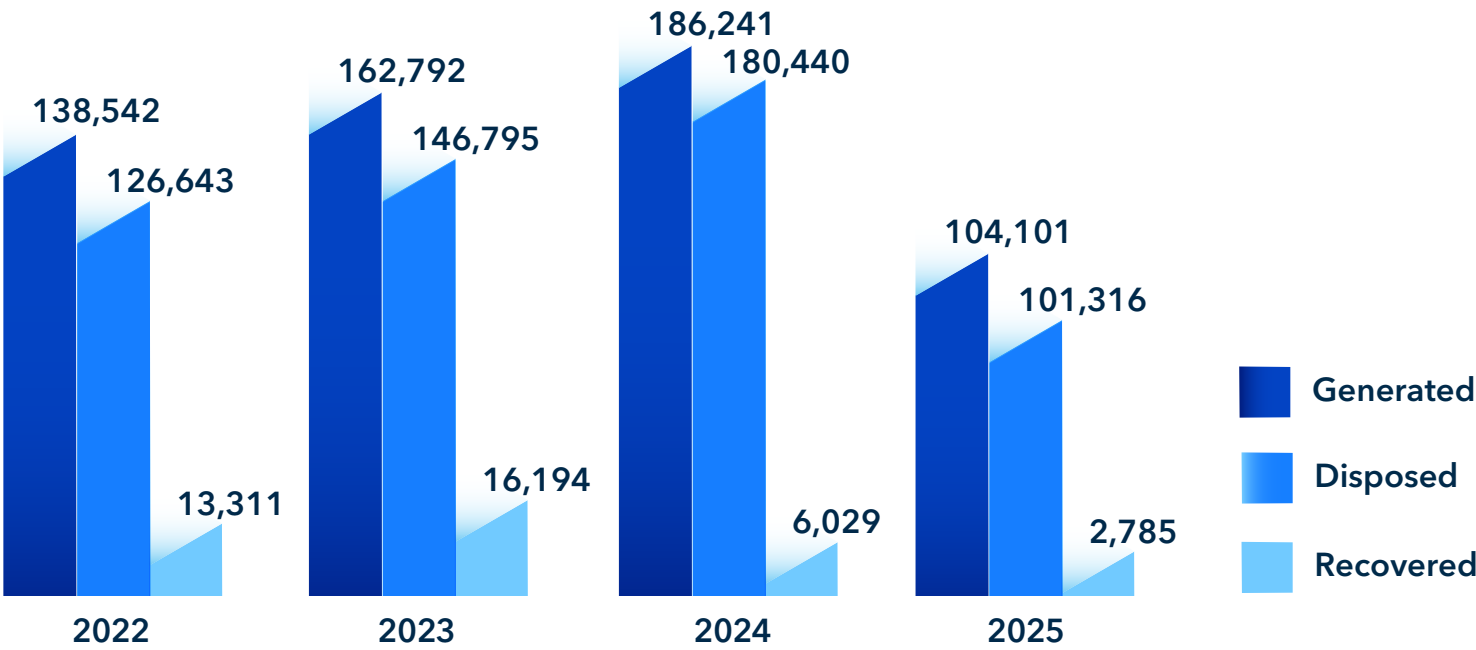
Waste composition by hazard class and type, 2025



Waste generation (including mining waste)¹, tonnes



Mining waste volumes by management method, thousand tonnes



Excluding mining waste, recovered waste decreased slightly year-on-year to approximately 6,400 tonnes. The Company transferred most of its non-mining waste for recovery, neutralisation or landfilling to third parties or disposed of it at its own facilities. Disposed waste increased from 1,900 to 8,100 tonnes, due to an increase in planned dismantling works and the mothballing of production assets.

GRI 306-4

GRI 14.5.5

PBCS 6

ALROSA is consistently developing waste reuse practices. In 2025 the weight of reused waste amounted to 2.8 million tonnes.

Waste volumes by management method (excluding mining waste), tonnes

TREATMENT METHOD	2022	2023	2024	2025	CHANGE VERSUS 2024
Recovery	4,731	5,173	6,856	6,422	-6%
Neutralisation	998	1,620	1,194	2,355	97%
Disposal at own facilities	—	780	982	766	-22%
Sending to other organisations for disposal	—	8,139	7,955	8,112	+2%

Waste reuse, thousand tonnes

TYPE OF WASTE	2025
Overburden and tailings	2,785.1
Waste oils	1.4
Waste tyres	3.0
Total	2,789.5

NEXT STEPS

Plans under the new sustainability programme up to 2029

TARGET	PLANS UNDER THE PROGRAMME
EN3 Ensuring efficient use of resources and responsible production Ensuring industrial waste generation intensity (hazard class I-V) (excluding overburden) at a level not exceeding 0.0002 tonnes per m³ of overburden by 2030¹	- Improving the efficiency of logistics processes when handling waste - Developing a systematic approach to managing generated waste: transfer to local processors, reuse, and technological recycling/neutralisation - Minimising the use of non-recyclable packaging

¹ Target of the Diamond Mining and Processing Operations.



Tailings management

WHY THIS MATTERS TO ALROSA

ALROSA’s production efficiency largely depends on effective tailings management. A well-functioning mining waste management system helps optimise the utilisation of production facilities, reduce operational risks, and improve processing efficiency. In addition, proper tailings management ensures the environmental and social safety in the regions where the Company operates.

MATERIAL TOPICS

- Tailings dam operation

REGULATORY DOCUMENTS

INTERNAL

- [Corporate Standard on Tailings Management](#)
- Hydraulic Structures Operation Manual

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN Global Compact Principles

- Principle ⑦. Businesses should support a precautionary approach to environmental challenges
- Principle ⑧. Businesses should undertake initiatives to promote greater environmental responsibility
- Principle ⑨. Businesses should encourage the development and diffusion of environmentally friendly technologies

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Environmental well-being



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Heads of ALROSA's structural divisions involved in tailings management	• Organisation of the tailings management system • Preparation of an annual report on the results of hydraulic structures monitoring and measures taken for safe operation of hydraulic structures
Tailings management units of structural divisions	• Organisation of tailings storage in a sedimentation pond • Uninterrupted operation of water recycling, hydrotransport, and deposition of tailings • Safe operation of facilities and structures constituting the hydraulic structure of a structural division
Hydraulic structure monitoring departments of structural divisions	• Organisation of a system of ongoing visual and instrumental observations to obtain high-quality and reliable information on the condition of hydraulic structures • Analysis and assessment, as well as forecasting of the safe condition of hydraulic structures
Chief Engineers of structural divisions	• Approval of a single plan of inspections and control procedures at the hydraulic structure of a structural division • Operational risk management at hydraulic structures
Chief Engineer of PJSC ALROSA	• Approval of a single plan of inspections and control procedures at hydraulic structures of structural divisions • Approval of the internal audits schedule for processes related to hydraulic structures
Risk Management and Internal Control Department, Deputy Chief Engineer for Hydraulic Structures, Yakutniproalmaz Institute, Chief Engineers of MPDs and their deputies	• Operational risk management at hydraulic structures • Development and implementation of risk mitigation measures • Monitoring and aggregation of risk-related information
Independent Expert Centre (accredited by Rostekhnadzor)	• Expert review of hydraulic structure safety declarations • Expert review of the annual report on hydraulic structures monitoring results



MANAGEMENT APPROACH

GRI 3-3	GRI 14.6.1	GRI 306-2	GRI 14.5.3
GRI 413-2	GRI 14.10.1	GRI 14.10.3	SASB EM-MM-540a.2

An integral part of the Company’s produc-tion process is the operation of hydraulic structures, including tailings dams — spe-cially equipped sites for disposal of pro-cessing waste (tailings) generated during mining operations.

ALROSA ensures safe operation of tail-ings dams at all phases of their lifecy-cle —from design to mothballing and closure. The Company’s hydraulic struc-tures, except for the tailings dam of the Lomonosovsky MPD, are located in the permafrost zone, which dictates specific operational practices and risk manage-ment strategies for engineering structures.

SASB EM-MM-540a.1

ALROSA’s tailings dams are owned and managed by the Company and are clas-sified as extremely high (class I) and high (class II) hazard facilities.¹

ALROSA’s tailings dams as at 31 December 2025

HYDRAULIC STRUCTURE	LOCATION	TYPE BY CONSTRU-C-TION METHOD	STATUS	MAXIMUM PERMITTED CAPACITY, MILLION TONNES	TOTAL ACCUMULATED WEIGHT OF TAILINGS, MILLION TONNES	HYDRAULIC STRUCTURE CLASS	DATE OF THE LATEST INDEPENDENT EXPERT ASSESSMENT	CATEGORY OF HYDRAULIC STRUCTURES ACCORDING TO THE CLASSIFICATION OF CONSEQUENCES OF TAILINGS STORAGE FACILITY ACCIDENTS ²
Hydraulic structure of the tailings dam of Processing Plant No. 3, stage 3, Mirny and Nyurba MPD	Republic of Sakha (Yakutia)	Upstream	Active facility	152.07	87.30	I	August 2025 An expert centre has issued a report on the condition of the hydraulic structures	High
Hydraulic structure of the tailings dam of Processing Plant No. 14, Aikhal MPD	Republic of Sakha (Yakutia)	Upstream	Active facility	295.5	266.23	I	August 2025 An expert centre has issued a report on the condition of the hydraulic structures	Low
Hydraulic structure of the tailings dam of Processing Plant No. 8, Aikhal MPD	Republic of Sakha (Yakutia)	Upstream	Inactive facility (preparation for liquidation)	54.6	47.07	III	August 2025 The safety declaration has been approved	Low ³
Hydraulic structure of the tailings dam at the Pravy Kieng Stream, stage 2, Processing Plant No. 12, Udachny MPD	Republic of Sakha (Yakutia)	Upstream	Active facility	315.12	212.81	II	October 2025 An expert centre has issued a report on the condition of the hydraulic structures	High
Hydraulic structure of the tailings dam at the Novy Stream, Udachny MPD	Republic of Sakha (Yakutia)	Upstream	Active facility	272.41	231.39	I	October 2025 An expert centre has issued a report on the condition of the hydraulic structures	High
Hydraulic structure of the tailings dam, stage 1, Processing Plant No. 16, with multiple cells, Mirny and Nyurba MPD	Republic of Sakha (Yakutia)	Upstream	Active facility	21.81	20.88	II	March 2025 An expert centre has issued a report on the condition of the hydraulic structures	Low
Hydraulic structure of the tailings dam with recycled water supply to the Lomonosovsky MPD start-up complex	Arkhangelsk Region	Upstream	Active facility	96.2	34.8	II	September 2024 The safety declaration has been approved	High

¹ Classification in accordance with the laws of the Russian Federation.
² Classification according to the Global Industry Standard for Tailings Management (GISTM), developed as part of the independent study “Global Tailings Review”, which was initiated in March 2019 by the United Nations Environment Programme (UNEP), the Principles for Responsible Investment (PRI) initiative and the International Council on Mining and Metals (ICMM).
³ Taking into account the measures taken to eliminate hydraulic structures, the Company assesses possible damage as zero.



TAILINGS MANAGEMENT
REGULATIONS

When operating hydraulic structures, ALROSA complies with the requirements of Russian laws and follows the recommendations of the [Global Industry Standard on Tailings Management](#).

The fundamental document determining the Company’s approach to tailings management and safety is the [Corporate Standard on Tailings Management](#). In 2025, the standard was updated to align it with the revised requirements of Russian laws on the basis of the provisions of the ICMM Global Industry Standard on Tailings Management, the ICMM Tailings Management: Good Practice Guide, and the ICMM Mining Principles.

Due to changes in legislation, the Company also updated its other internal documents—hydraulic structures operation manuals and hydraulic structures monitoring programmes. Operation manuals outline the essential requirements for the safe operation, maintenance, and repair of hydraulic structures, along with emergency response procedures. Monitoring programmes establish the scope and volume of observations for hydraulic structures condition indicators and the procedure for safety monitoring.

TAILINGS MANAGEMENT
AND MONITORING SYSTEM

ALROSA’s structural divisions organise the activities of their hydraulic structures operation and monitoring functions. Operational management of the relevant tailings dam is assigned to the division’s tailings management unit, whereas the hydraulic structure monitoring department (service) is in charge of the hydraulic structure safety control.

Employees in charge of tailings management are evaluated against KPIs that affect their performance bonuses. The KPIs include zero hydraulic structures operation issues, no HSE violations, and zero processing facility downtime caused by tailings dam operation.

ALROSA assesses the effectiveness of its tailings management system in accordance with inspection and control schedules both at the level of structural divisions and at the level of the Company.

Safe operation of tailings dams is ensured through continuous monitoring of compliance with design solutions and safety requirements. The hydraulic structures safety monitoring programme includes quantitative and qualitative indicators for all tailings dams.

To verify tailings dam operation processes, the Company conducts internal audits as part of its three-tier internal production control system. In addition, technical audits are conducted to assess the condition of hydraulic structures and their compliance with safety standards, involving engineering management and technical specialists.

ALROSA arranges third-party safety inspections of its hydraulic structures by an independent expert organisation and Rostekhnadzor. Moreover, the Company’s tailings dams are subject to internal independent inspections: an independent expert centre conducts a review of the annual report on the condition of hydraulic structures.

TAILINGS RISKS MANAGEMENT

Risk management is performed by both the Company’s internal functions (Chief Engineer, Deputy Chief Engineer for Hydraulic Structures, Risk Management and Internal Control Department, Yakutniproalmaz Institute, Chief Engineers of MPDs and their deputies) and external expert organisations. Internal functions are responsible for operational risk management, develop and implement risk mitigation measures, monitor and collect risk-related information.

In 2025 the Company implemented pilot projects to assess operational risks at the Mirny and Nyurba MPD, Aikhal MPD, and Udachny MPD. As a result of the projects, consolidated registers of operational risks were compiled, including risks related to the operation of tailings dams. Action plans for managing the identified risks were also developed.

In addition, risks related to the operation of tailings dams are assessed at least once every five years as part of the hydraulic structure safety declaration. The assessment is performed by a specialised design firm. If significant deviations from the established safety criteria are identified or as instructed by Rostekhnadzor, the Company takes prompt measures to bring the facilities into working order and eliminate non-compliance. The assessment results are submitted to the Ministry of Environment, Natural Resources and Forestry of the Republic of Sakha (Yakutia) for approval. Subsequently, as part of the hydraulic structures safety declaration, the results of the risk assessment are reviewed by an independent expert centre accredited by Rostekhnadzor. In 2025 the safety declaration for the hydraulic structure of the tailings dam at the Pravy Kieng Stream of Processing Plant No. 12, Udachny MPD, was approved, downgrading its hazard class from class I to class II.

EMPLOYEE TRAINING

To ensure the safe operation of tailings dams, ALROSA maintains the required competency level of personnel involved in hydraulic structures operations. The Company provides them with training on the operation and management of hydraulic structures. Upon completion of the training and at least once every five years, employees undergo mandatory certification in hydraulic structures safety at the regional office of Rostekhnadzor via the Unified Testing Portal. In 2025 122 employees were trained and 120 employees were certified.

Furthermore, the Company provides emergency response training for its personnel at hydraulic structures, thereby improving the speed of the response.

 For more information on ALROSA’s emergency response measures, see the section “[Prevention of emergencies](#)”.

STAKEHOLDER ENGAGEMENT

GRI 14.11.4

ALROSA actively engages with stakeholders both during the design phase of new tailings dams and throughout their entire lifecycle, including operation and closure. As part of its tailings management, the Company ensures respect for human rights, including the rights of indigenous peoples. When designing new tailings dams, ALROSA organises public discussions and considers comments and suggestions received. The Company strives to avoid involuntary resettlement. Where it cannot be avoided, the Company develops a resettlement action plan and compensation programmes based on international standards and best practices.

In the event of an emergency at a tailings dam, the Company promptly notifies stakeholders using local alert systems and collaborates with local authorities to mitigate the consequences.

EMERGENCY PREPAREDNESS
AND RESPONSE

SASB EM-MM-540a.3

To ensure a prompt response to accidents and emergencies, each structural division operating a tailings dam has an approved hydraulic structure emergency response plan (ERP). ERPs are developed in accordance with the principles of the Global Industry Standard on Tailings Management and legislative requirements. The Company annually updates ERPs based on the actual condition of the relevant hydraulic structure.

The ERP describes possible accident scenarios and determines relevant response measures. The Company conducts emergency response drills for all defined ERP scenarios at least once a year to practice response procedures.

In the case of a catastrophic tailings dam failure, mechanisms are in place for the mothballing and decommissioning of hydraulic structures, as well as subsequent land reclamation in accordance with statutory requirements.



PERFORMANCE IN 2025

In the reporting year, the Company implemented 53 measures stipulated by the 2024-2026 Programme to Improve the Reliability and Operational Safety of Hydraulic Structures of PJSC ALROSA. A total of 102 measures are included in the Programme.

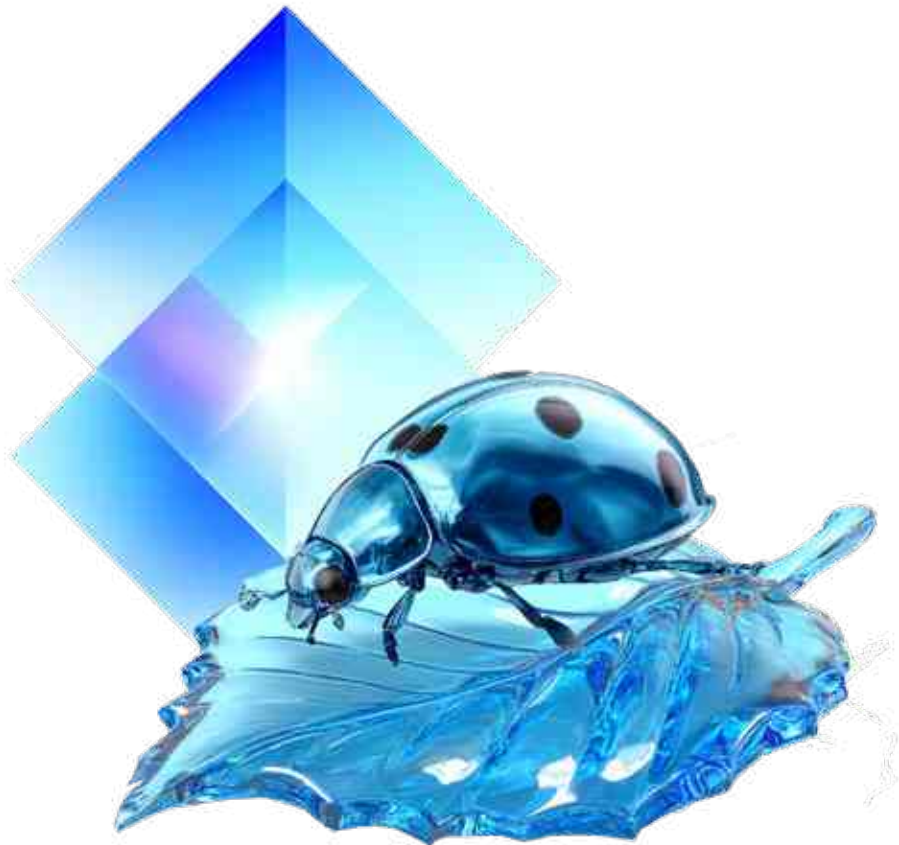
Areas of focus in tailings dam operation in 2025

AREA	2025 MEASURES	ACHIEVED RESULTS AND EXPECTED EFFECTS
Reinforcement of hydraulic structures	- The hydraulic sealing of seepage areas of the tailings dam at the Novy Stream, Processing Plant No. 12, Udachny MPD, was carried out - Reinforcement (hydraulic filling) of the left embankment of the tailings dam at Processing Plant No. 14, Aikhal MPD, was completed	629,000 m³ — actual increase in the available capacity of the tailings dam at the Novy Stream, Processing Plant No. 12, Udachny MPD - The safety of the hydraulic structure at Processing Plant No. 14, Aikhal MPD, was improved through the hydraulic deposition of 532,000 m³ of tailings
Optimisation of recycled water storage volumes	The pilot operation of the reinjection unit on the Tymtaidakh Stream continued	1.53 million m³ — actual decrease in the volume of mineralised water in the tailings dam of Processing Plant No. 3, stage 3, Mirny and Nyurba MPD
Expansion of the available tailings storage capacity	- Thickened tailings at the tailings dam at the Novy Stream, Processing Plant No. 12, Udachny MPD, were repositioned - The construction of an embankment lift of the tailings dam at Processing Plant No. 14, Aikhal MPD, was commenced - Tailings were removed from the tailings dam impoundments at Processing Plant No. 16, Mirny and Nyurba MPD - Mineralised water was pumped from the tailings dam of Processing Plant No. 16, Mirny and Nyurba MPD, as part of a wet closure project for the mined-out area of the Dyulyungsky open-pit mine - The construction of cell No. 4 at the tailings dam of the Lomonosovsky MPD continued	629,000 m³ — actual increase in the available capacity of the tailings dam at Processing Plant No. 12, Udachny MPD 17 million m³ — expected increase in the available capacity of the tailings dam at Processing Plant No. 14, Aikhal MPD 211,000 m³ — actual volume of mineralised water pumped from the tailings dam of Processing Plant No. 16, Mirny and Nyurba MPD >8 million m³ — expected increase in the available capacity of the tailings dam at the Lomonosovsky MPD
Decommissioning of the tailings dam at Processing Plant No. 8, Aikhal MPD	- Water pumping from the tailings dam impoundment continued - Rostekhnadzor approved the safety declaration for the decommissioning of the hydraulic structures of the tailings dam at Processing Plant No. 8, Aikhal MPD – its hazard class was downgraded from class II to class III	209,000 m³ — actual volume of pumped water
Decommissioning of the treated domestic wastewater pond at the Mirny and Nyurba MPD	The decommissioning of the hydraulic structure was completed	The hydraulic structure was removed from the Russian Register of Hydraulic Structures
Construction of a stream diversion channel on the Novy Stream, Processing Plant No. 12, Udachny MPD	- The Main Department of State Expertise (Glavgosexpertiza) approved the construction of the stream diversion channel - The construction of the stream diversion channel at Processing Plant No. 12, Udachny MPD, was completed; work is underway to put it into operation	The diversion channel will redirect flood and melt water into the natural river system, reducing the risk of the tailings dam overtopping

NEXT STEPS

In 2026 and the medium term, ALROSA intends to:

- continue its efforts to reduce the volume of and pump the recycled water from the tailings dam of Processing Plant No. 8 of the Aikhal MPD to the mined-out area of the Komsomolsky open-pit mine that is used as a zero-discharge low-salinity water pond;
- complete the construction of a system for pumping mineralised water from the tailings dam of Processing Plant No. 14 at the Aikhal MPD into the mined-out area of the Komsomolsky open-pit mine;
- continue to reduce the volume of mineralised water in the tailings dam of Processing Plant No. 3 at the Mirny and Nyurba MPD as part of the pilot operation of the reinjection system on the Tymtaidakh Stream.



Ecosystem restoration

APPROACH TO ECOSYSTEM RESTORATION

GRI 3-3 GRI 14.8.1

ALROSA’s operations related to exploration, diamond mining, construction of facilities and waste disposal inevitably affect soil and vegetation. That is why ALROSA considers land rehabilitation and reforestation an integral part of responsible business conduct, as set forth in the Environmental Strategy and ALROSA Group’s 2025-2029 Development Strategy.

ALROSA’s approach to developing land protection and sustainable use measures and to implementing best available technologies in land reclamation projects, is set forth in its Policy for Land Protection and Remediation. The Company also has Regulations on Disturbed Land Remediation Management.

GRI 14.8.5

Land rehabilitation is carried out in strict compliance with the requirements of national laws and ALROSA’s updated rehabilitation plan. The Company implements a unified procedure for tracking and managing the rehabilitation of land disturbed during operations. Those lands include territories affected by construction (creation, reconstruction, major repairs or demolition of capital construction facilities) and subsoil use operations (mineral exploration and deposit development). For each deposit under development, the Company approves mine closure and rehabilitation projects that are subject to state expert assessment and approval by competent authorities.

Pursuant to the laws of the Russian Federation, the Company performs the rehabilitation of disturbed land in two phases: technical reclamation (shaping the relief and preparing the substrate) and biological reclamation (restoring soil fertility and vegetation cover).

In cases established by current legislation, design documentation for disturbed land reclamation projects is reviewed through public consultation with stakeholders. The documentation includes, among other things, environmental impact assessment (EIA) materials. The Company notifies stakeholders about the initiation of the EIA process, provides access to the public discussion materials, gathers comments and opinions on the draft Terms of Reference for the EIA and includes them in a special report. The Company incorporates all received comments and suggestions into the final version of the EIA Terms of Reference.

Key reclamation phases

Technical	Involves preparing disturbed land for its intended post-mining use. Site grading is carried out, including, if necessary, the backfilling of a portion of the site with overburden and waste rock, the application of a topsoil layer, and the final levelling of the surface to a flat profile
Biological	Includes the sowing of perennial grasses and agrotechnical measures aimed at: • anchoring the topsoil layer with root systems • restoring soil fertility and creating a dense plant cover • preventing water and wind erosion When developing and preparing the rehabilitation action plan, ALROSA factors in that in permafrost environments, where permafrost lies close to the active layer, all natural soil recovery and regulation processes proceed slowly. Therefore, for revegetation, the Company uses adapted local herbaceous species with specific eco-morphological traits (sufficient winter hardiness, rapid growth, and high seed germination). Reseeding of non-vegetated areas, if necessary, is conducted for several years. Post-planting care is discontinued upon achieving 60-70% vegetation cover and establishing a sustainable plant community

WHAT ALROSA IS PROUD OF

USE OF MUD AND SLUDGE FROM TREATMENT FACILITIES AS FERTILISER FOR RECLAMATION

In 2025 more than 10 tonnes of mud were used for landscaping and reclamation at the Udachny MPD in accordance with previously developed technical specifications. In the reporting year, ALROSA developed and approved new technical specifications for wastewater sludge and received a certificate of compliance for its serial production for subsequent use in 2026.





SPECIFICS OF ALROSA'S APPROACH TO RECLAMATION

- Use of own overburden and waste rock for backfilling
- Use, among other things, of the mud and sludge from the Company's treatment facilities as fertiliser
- Use of native grass species adapted to permafrost, short growing seasons, and soil salinity
- Stage-by-stage backfilling scheduled by time cycles and synchronised with the mine plan to minimise waste rock storage

MOTHBALLING OF THE MIR QUARRY

In 2025 ALROSA launched a dedicated section focused on the mothballing of the Mir Quarry on its corporate website. It was created to better inform stakeholders and increase the transparency of the Company's activities in compliance with the decision made by the Collegium of the Ministry of Environment, Natural Resources and Forestry of the Republic of Sakha (Yakutia).

The open-pit mine is currently in a state of "wet conservation", a standard international practice for maintaining such areas in a stable and safe condition. In 2025, the mothballing period was officially extended until 1 January 2047: the updated project was approved by the relevant commission of the Russian Ministry of Natural Resources and received a positive state expert review conclusion.

To ensure the pit stability, a multi-level monitoring system has been implemented, covering all potentially significant processes:

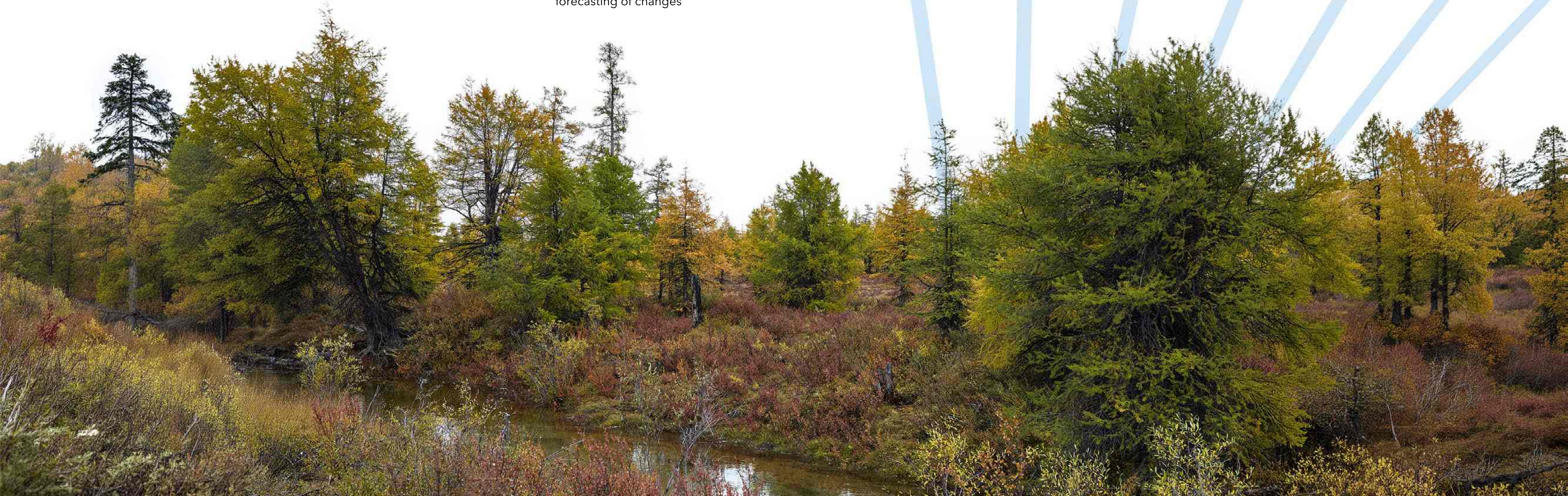
- hydrogeological monitoring: regular water level measurements, groundwater chemical analysis, and forecasting of changes
- geotechnical and geomechanical monitoring: observation of pit slope displacements and deformations (using instrumental and surveying methods)
- permafrost monitoring: temperature monitoring of permafrost acting as a natural thermal barrier
- environmental monitoring: analysis of atmospheric air (including hydrogen sulphide), noise level monitoring, and water quality assessment of nearby rivers
- geodetic monitoring of buildings and structures in the adjacent area
- joint inspections: periodic visual examinations based on established criteria

The monitoring infrastructure includes five monitoring lines on different walls of the pit, more than 50 reference stations, five hydrogen sulphide monitoring stations, and two noise monitoring stations. Monitoring is carried out by both ALROSA's own divisions and independent state laboratories, including the laboratory of the Ministry of Environment of the Republic of Sakha (Yakutia).

Based on the results of the 2025 monitoring, the condition of the Mir open-pit mine was officially classified as "reliable" —

it complies with the design documentation approved by the Central Commission of the Federal Agency for Subsoil Use (Rosnedra).

The Company regularly informs the public about the condition of the Mir open-pit mine and promptly responds to requests from all stakeholders.





REMEDIATION
AND REFORESTATION
MEASURES IN 2025

At the end of 2025, the total area of land owned or leased by ALROSA Group amounted to 32,237 hectares. Of these, the area of disturbed land was 24,826 hectares as of 1 January 2026, including 4,536.3 hectares of mined-out areas. Compared to 2024, the area of disturbed land declined by 230 hectares, while mined-out areas decreased by 240.6 hectares. Such results were achieved due to rehabilitation of disturbed land at a number of facilities.

In the reporting year, the Company rehabilitated 1,215 hectares of disturbed land (up 4% from 2024). ALROSA implemented all measures planned for the reporting period in full.

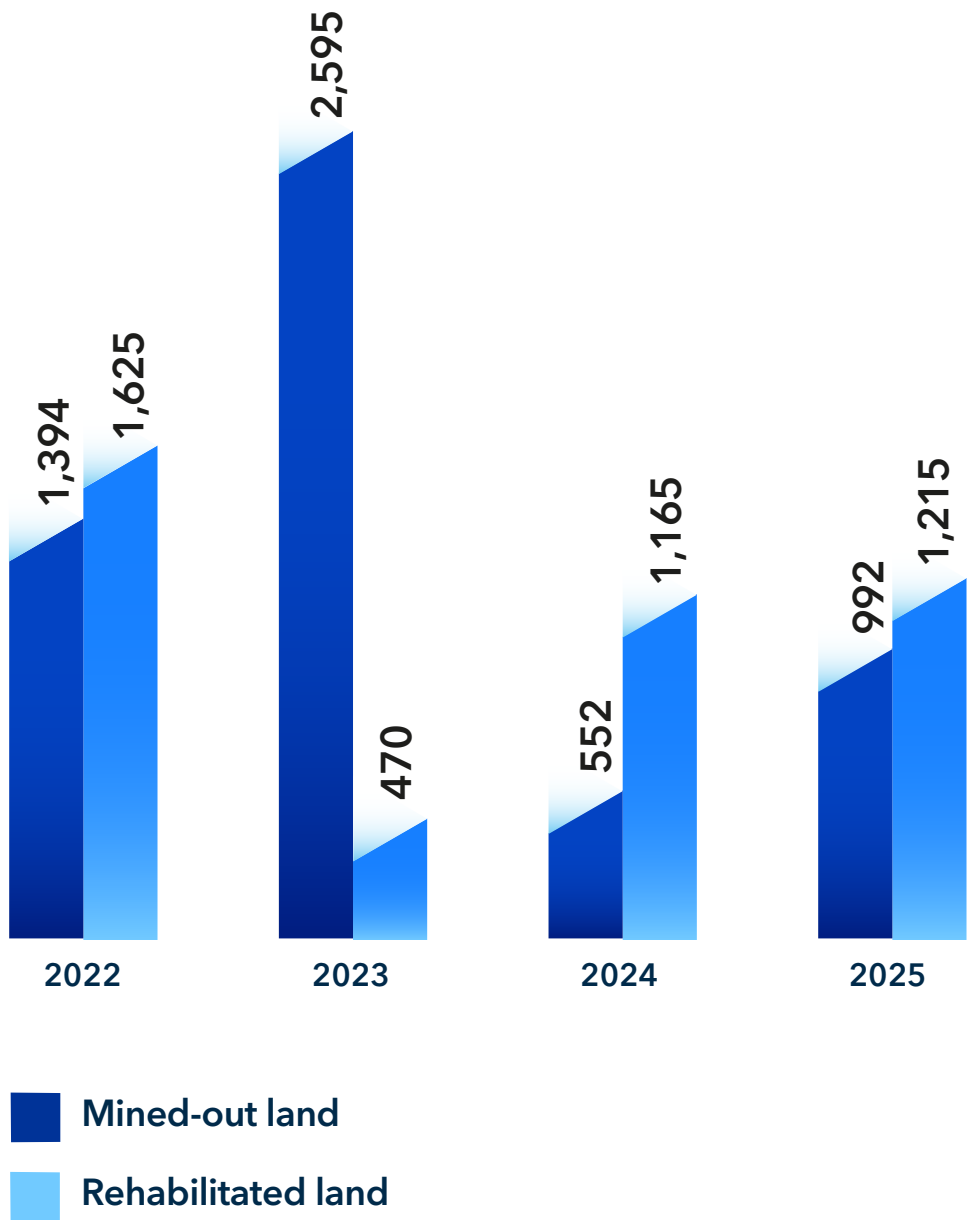
In accordance with legal requirements, ALROSA conducts reforestation activities fully and on schedule.

PBCS 10

These activities are carried out on an area equivalent to the area of land deforested for industrial purposes. In 2025 the area of such deforestation was 907 hectares (2024: 205 hectares). The increase in the deforestation area in the reporting year was due to the implementation of the Company's gasification projects. Forest restoration activities to compensate for the areas deforested in the reporting year will be conducted by the Company within three years, in accordance with legal requirements. In the reporting period, ALROSA reforested 558 hectares (2024: 698 hectares) to compensate for the areas deforested in previous years.

GRI 14.8.1 GRI 14.8.6 PBCS 10

Area of mined-out and rehabilitated land
across ALROSA Group, ha



RUB **21.2** billion
was ALROSA's provision for
rehabilitation of disturbed
land and tailings dams within
the area of its operations
as of 31 December 2025¹

RUB **74.8** million
was spent on reforestation
in 2025 (2024: RUB 119.6 million)²

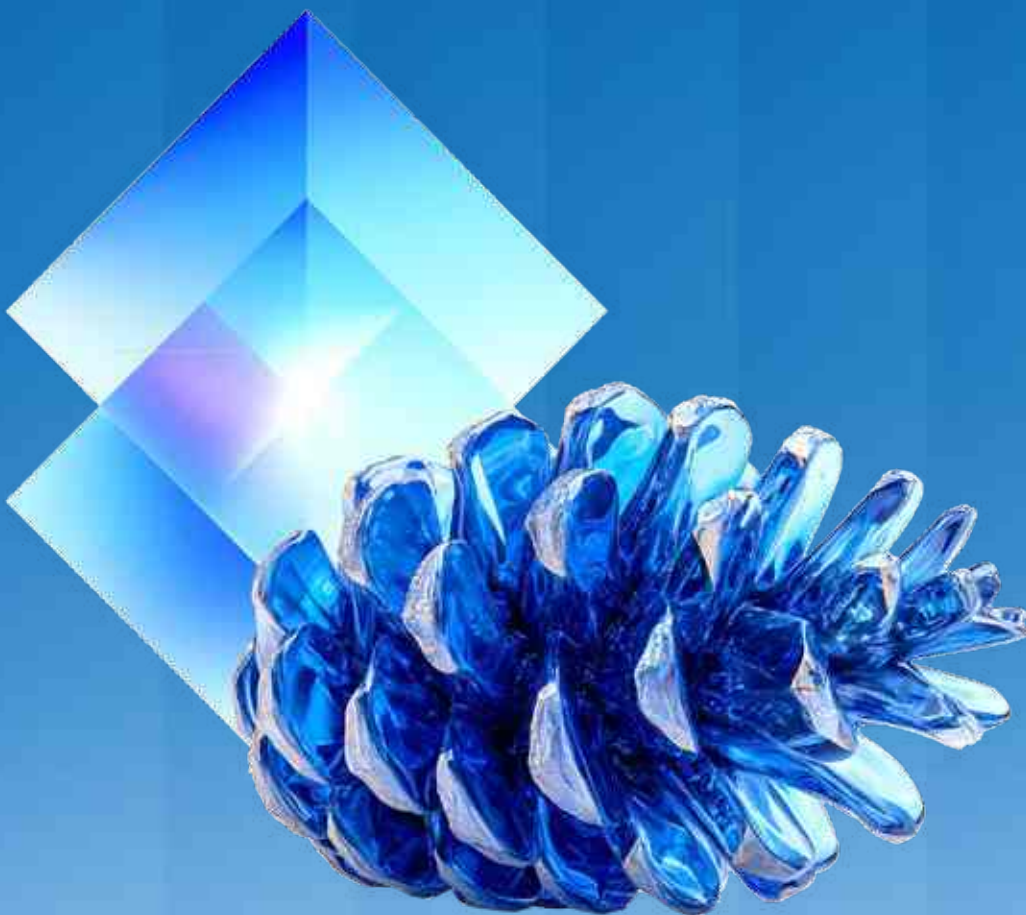
RUB **2.4** billion
was allocated for protection
and rehabilitation of land,
surface and groundwater
in 2025



WHAT ALROSA IS PROUD OF

“GREEN HECTARE” PROJECT

The “Green Hectare” is one of the key disturbed land landscaping projects under the Environmental Strategy. As part of the project, specialists from the Company’s Environmental Centre take disturbed land reclamation measures, revegetating the restored areas with locally sourced, climate-adapted perennial grasses. In 2025 the area covered by these activities reached 10 hectares.



¹ ALROSA recognises an estimated liability (provision) for future rehabilitation of disturbed land and tailings dams within the area of its operations. This liability arises in accordance with the terms of subsoil licenses and Russian environmental laws and regulations. The provision is initially measured at the present value of future rehabilitation costs. The present value is calculated using discount rates that are revised at each reporting date. The key driver behind the provision increase in 2025 was the discounted value growth over the year and changes in the provision estimates. For more information on the Company's approach to calculating the provision for rehabilitation of disturbed land and tailings dams within the area of the Company's operations, see Notes 2(h), 15, 27 of the Disclosed Consolidated Financial Statements for 2025.

² This change in the indicator is connected with the phased implementation of works: the main expenses are incurred during the first stages of works, while the subsequent stages of works are less expensive due to the conditions of the implementation of reforestation works.

Biodiversity conservation

BIODIVERSITY MANAGEMENT APPROACH

GRI 3-3

GRI 101-1

GRI 14.2.2

SASB EM-MM-160a.1

ALROSA consistently integrates biodiversity conservation principles into its current operations and new projects. The Company’s approach is based on the principle of prioritising the preservation of natural ecosystems, landscapes, and habitats, while safeguarding the right of local communities to a favourable environment.

The Company’s long-term priorities in responsible water use, energy efficiency, and conservation of natural areas, flora, and fauna are defined in the Environmental Strategy of the ALROSA Group and the Comprehensive Programme for Environmental Protection and Environmental Safety up to 2028. When developing the Environmental Strategy, the Company has taken into account the following documents:

- Fundamentals of the State Policy in the Field of Environmental Development of the Russian Federation for the Period up to 2030;
- Environmental Security Strategy of the Russian Federation for the Period up to 2025;

- Decree of the Head of the Republic of Sakha (Yakutia) “On the Environmental Well-Being of the Republic of Sakha”;
- other fundamental regulations of the regions where ALROSA Group operates;
- effective norms of international and Russian law, global and sectoral requirements and recommendations voluntarily accepted by the Company as part of participation in organisations and associations.

ALROSA’s activities comply with the goals of the [Kunming-Montreal Global Biodiversity Framework](#) and are focused on preserving ecosystems in the regions of operation, thus facilitating the implementation of the global targets under the framework.



ALROSA's contribution to the Global Targets for 2030 under the [Kunming-Montreal Global Biodiversity Framework](#)

PROGRAMME TARGETS

ALROSA'S CONTRIBUTION

Target 2: Restore 30% of all degraded ecosystems

Ensure that by 2030 at least 30% of areas of degraded terrestrial, inland water, and coastal and marine ecosystems are under effective restoration, in order to enhance biodiversity and ecosystem functions and services, ecological integrity and connectivity

The Company implements large-scale ecosystem restoration programmes. Its key focus area is rehabilitation of disturbed land and reforestation

 For more details, see the section [“Ecosystem restoration”](#)

Target 3: Conserve 30% of land, waters and seas

Ensure and enable that by 2030 at least 30% of terrestrial, inland water, and of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories

ALROSA contributes to the expansion of the network of specially protected natural areas. On the Company’s initiative, the ALROSA-Rangifer-Chekanovsky resource reserve covering 64,152 hectares has been established to protect wild reindeer. The Company also provides financial support to the Living Diamonds of Yakutia nature park covering more than 32,000 hectares. In 2024–2025, ALROSA allocated financial support (RUB 7 million, of which RUB 3.5 million in 2025) for the reconstruction of the enclosures of two wood bison breeding farms—the Ust-Buotama and Tympynai breeding farms

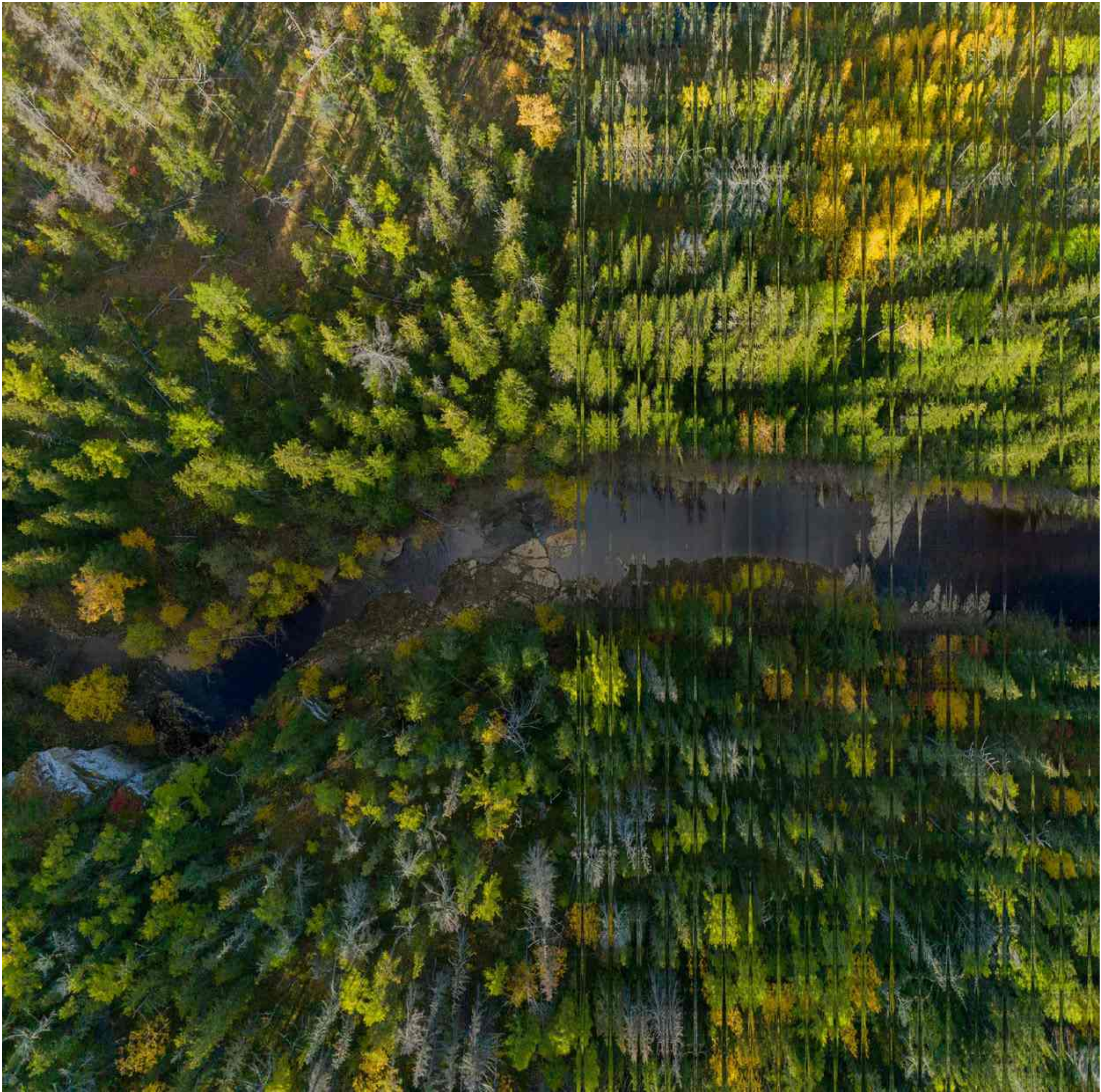
Targets 4 and 11: Halt species extinction and maintain ecosystem services

Ensure urgent management actions to halt human-induced extinction of known threatened species and for the recovery and conservation of species, in particular threatened species, to significantly reduce extinction risk, as well as to maintain and restore the genetic diversity within and between populations of native, wild and domesticated species to maintain their adaptive potential, including through in situ and ex situ conservation and sustainable management practices, and effectively manage human-wildlife interactions to minimize human-wildlife conflict for coexistence.

Restore, maintain and enhance nature’s contributions to people, including ecosystem functions and services, such as regulation of air, water, and climate, soil health, pollination and reduction of disease risk, as well as protection from natural hazards and disasters, through nature-based solutions and/or ecosystem-based approaches for the benefit of all people and nature

The Company regularly assesses the environmental impact of its operations. ALROSA implements fish stocking initiatives to preserve and restore aquatic bioresources. The Company places particular emphasis on increasing water reuse in technological processes to reduce freshwater withdrawal and preserve water ecosystems.

ALROSA’s Environmental Centre conducts meticulous research and takes conservation efforts targeting threatened species. The Company implements projects to study, conserve, and monitor the red-listed lesser white-fronted goose and the Lena-Olenek population of wild reindeer. This effort utilizes advanced technologies, such as satellite transmitters and unmanned aerial vehicles, which helps obtain accurate data on migration routes and population status in hard-to-reach areas



ALROSA’s contribution to the Global Targets for 2030 under the [Kunming-Montreal Global Biodiversity Framework](#) (continue)

PROGRAMME TARGETS

ALROSA’S CONTRIBUTION

Target 9: Manage wild species sustainably to benefit people

Ensure that the management and use of wild species are sustainable, thereby providing social, economic and environmental benefits for people, especially those in vulnerable situations and those most dependent on biodiversity, including through sustainable biodiversity-based activities, products and services that enhance biodiversity, and protecting and encouraging customary sustainable use by indigenous peoples and local communities

ALROSA actively cooperates with indigenous and small-numbered peoples of the North, finances programmes to support reindeer herding, fishing, and hunting. The Company purchases reindeer feed, monitors wild reindeer populations, and funds agreements aimed at preserving the languages and ethnocultural heritage of indigenous small-numbered peoples of the North

Target 12: Enhance green spaces and urban planning for human well-being and biodiversity

Significantly increase the area and quality and connectivity of, access to, and benefits from green and blue spaces in urban and densely populated areas sustainably, by mainstreaming the conservation and sustainable use of biodiversity, and ensure biodiversity-inclusive urban planning, enhancing native biodiversity, ecological connectivity and integrity, and improving human health and well-being and connection to nature and contributing to inclusive and sustainable urbanization and the provision of ecosystem functions and services

ALROSA is a city-forming enterprise for Mirny, Aikhal, Udachny, and other communities. The Company invests in greening these cities, creating parks, recreation areas, and maintaining water and air quality, which directly improves public access to green spaces. Since 2023, the Company has been implementing the “Green Hectare” project, aimed at the environmental rehabilitation of lands in need of restoration. The seed used is a regionalised seed mixture of perennial grasses purchased from local producers

Target 14: Integrate biodiversity in decision-making at every level

Ensure the full integration of biodiversity and its multiple values into policies, regulations, planning and development processes, poverty eradication strategies, strategic environmental assessments, environmental impact assessments and, as appropriate, national accounting, within and across all levels of government and across all sectors, in particular those with significant impacts on biodiversity, progressively aligning all relevant public and private activities, fiscal and financial flows with the goals and targets of this framework

The Company has implemented an environmental management system (ISO 14001 certified), with biodiversity impacts assessed at all stages – from design to site decommissioning. Thus, biodiversity management is integrated into corporate governance and decision-making processes.

The Company cooperates with research institutes to monitor biodiversity and develop responsible practices and approaches to the conservation and restoration of natural systems

PROGRAMME TARGETS

ALROSA’S CONTRIBUTION

Target 15: Businesses assess, disclose and reduce biodiversity-related risks and negative impacts

- Take legal, administrative or policy measures to encourage and enable business, and in particular to ensure that large and transnational companies and financial institutions:
- a) Regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity, including with requirements for all large as well as transnational companies and financial institutions along their operations, supply and value chains and portfolios;
 - b) Provide information needed to consumers to promote sustainable consumption patterns;
 - c) Report on compliance with access and benefit-sharing regulations and measures, as applicable

ALROSA publishes annual sustainability reports, disclosing its environmental impact and relevant mitigation measures

Target 19: Mobilize \$200 billion per year for biodiversity from all sources, including \$30 billion through international finance

- PBCS 10
- Substantially and progressively increase the level of financial resources from all sources, in an effective, timely and easily accessible manner, including domestic, international, public and private resources, in accordance with Article 20 of the Convention, to implement national biodiversity strategies and action plans, by 2030 mobilizing at least 200 billion United States dollars per year, including by
 - c) Leveraging private finance, promoting blended finance, implementing strategies for raising new and additional resources, and encouraging the private sector to invest in biodiversity, including through impact funds and other instruments

The Company finances the implementation of environmental protection measures as part of regional efforts to mobilise financial resources for biodiversity conservation

RUB 148.1 million was spent by ALROSA on biodiversity conservation in 2025¹

RUB 2.4 billion was spent on protection and rehabilitation of land, surface and groundwater in 2025

~RUB 60 billion is the budget of the Comprehensive Programme for Environmental Protection and Environmental Safety up to 2028

Target 22: Ensure participation in decision-making and access to justice and information related to biodiversity for all

Ensure the full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity by indigenous peoples and local communities, respecting their cultures and their rights over lands, territories, resources, and traditional knowledge, as well as by women and girls, children and youth, and persons with disabilities and ensure the full protection of environmental human rights defenders

The Company takes into account the rights of indigenous peoples and local communities when planning its operations. ALROSA is in constant dialogue with representatives of local communities and indigenous small-numbered peoples of the North, including as part of public discussions, preparation of environmental impact assessments (EIAs) and ethnic environment impact assessments (EEIAs) in places of traditional residence and traditional business activity and in the areas of natural resources use of the indigenous small-numbered peoples of the North

The Company operates a feedback mechanism, the Compliance Hotline, where any person may submit a report on any aspect of ALROSA's activities.

 For more information on the feedback mechanism, see the section “Compliance Hotline”, and for more details on support for indigenous small-numbered peoples of the North, refer to the section “Support for indigenous small-numbered peoples”.

¹ The indicator includes reforestation expenses.

ALROSA Group’s targets related to the protection of natural areas, flora and fauna up to 2035

TARGET	BASE YEAR AND RATIONALE	BASE YEAR VALUE	TARGET YEAR
Increasing the number of activities on biodiversity conservation and restoration, including rare and endangered species, their habitats, and natural sites Metric to measure and monitor progress: number of biodiversity conservation initiatives The metric is tracked annually	2023 The choice of 2023 as the base year is due to the fact that this year fully reflects the results of all the Company’s previously implemented environmental management measures.	7 initiatives	2029
Increase the funding for protection and restoration projects by 57% from the baseline level Metric to measure and monitor progress: biodiversity conservation costs The metric is tracked annually	This allows for a reliable evaluation of future progress since targets are set from a truly achieved — rather than an understated — baseline.	RUB 62.8 million	2035

WHAT ALROSA IS PROUD OF

ALROSA IN THE RANKING OF THE NATURE AND PEOPLE FOUNDATION

ALROSA was named among the leaders in the ranking by the Nature and People Foundation, scoring 30 out of 37 points and receiving a “high level” category in the biodiversity conservation assessment for mining companies.

The pilot analysis of the Foundation covered 60 largest oil & gas and mining companies in Russia. The assessment was conducted using a methodology of 19 criteria divided into three categories: biodiversity conservation management, biodiversity impact assessment, and compliance with Russian regulatory requirements, international standards, and approaches. Based on the assessment results, ALROSA was included in the group of companies with the highest degree of integration of environmental approaches into operations.



MANAGEMENT OF BIODIVERSITY IMPACTS

GRI 3-3

GRI 101-2

GRI 14.4.3

ALROSA applies the mitigation hierarchy at both the corporate and project levels.

IMPACT MANAGEMENT MEASURES	DESCRIPTION
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Actions taken to avoid negative impacts	When planning new projects, the Company performs an environmental impact assessment (EIA). At the project design stage, ALROSA strives to select technologies and sites to avoid intrusion into key habitats of rare species or particularly valuable wetlands. When conducting an EIA, ALROSA, among other things, assesses the presence or absence of zones with special conditions for land use: • specially protected natural areas of federal, regional, and local significance; • wetlands of international importance^{1, 2}; • important bird and biodiversity areas; • nearest water bodies and their water protection zones; • areas of traditional residence and traditional economic activities, and ancestral lands of indigenous small-numbered peoples of the North; • cultural heritage sites. During the environmental and engineering surveys within the proposed project area, the Company assesses animal habitats, including for the presence of red-listed species. In accordance with the requirements of Russian laws, when conducting an EIA, ALROSA performs a comparative analysis of various project options, including the “no-action alternative” – the option of not implementing the project. As part of the analysis, the Company strives to select the most preferred option, the implementation of which ensures that the transformation of core environmental components remains minimal and within regulatory limits, while generating a positive impact on operational, economic, and social indicators. To prevent direct harm to fauna, ALROSA introduces temporary restrictions on certain types of work (such as blasting and construction activities, vehicle movement) during fish spawning periods or the migration of wild reindeer.
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Actions taken to minimise negative impacts	ALROSA conducts continuous monitoring of air, water, soil, and biota to promptly identify negative trends and take timely corrective measures. To assess the environmental impact of its operations, the Company's specialists, among other things, calculate the dispersion of pollutants in the atmosphere. This allows for a proactive and comprehensive analysis of how emissions from operating pollution sources affect air quality. Based on the analysis results, a schedule for monitoring emission standards during the project implementation phase is developed. Furthermore, the Company assesses the acoustic impact of its operations. When implementing projects, ALROSA applies best available technologies (BAT) in accordance with relevant information and technical reference books. The Company's projects require the use of the minimum necessary amount of equipment, conducting work strictly within the boundaries of designated areas, and in strict compliance with design solutions and environmental regulations. Process water from the processing plants circulates in a closed loop. Refuelling of equipment is carried out only at existing industrial sites using drip trays, preventing accidental fuel spills. 89% was the share of reused and recycled water in 2025. For further information, see the section “Use of water resources”. ALROSA takes dust suppression measures, including to reduce air pollution and protect ecosystems around the Company's industrial sites. For further information, see the section “Air emissions”. The Company has introduced the practice of stopping vehicle movement during the seasonal migration of wild reindeer
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¹ No wetlands of international importance are located in the regions where ALROSA operates—the Republic of Sakha (Yakutia) and the Arkhangelsk Region.

² On 31 July 2025, the Russian Federation denounced the Convention on Wetlands of International Importance, especially as Waterfowl Habitat (the Ramsar Convention) due to its politicisation by a number of participating states. The operation of the Convention in relations between the Russian Federation and its other parties was terminated on 21 December 2025. The withdrawal from the Convention will not lower the standard of wetland protection within Russia: 35 Russian wetlands previously included in the Ramsar Convention maintain a secured protection status at the national level. In addition, a large part of wetlands is located within specially protected natural areas of federal and regional significance.

IMPACT MANAGEMENT MEASURES

DESCRIPTION

Restoration and rehabilitation

ALROSA takes land rehabilitation and reforestation measures in strict compliance with the requirements of Russian laws. The Company’s plans to reclaim disturbed land serve as an element of its biodiversity management strategy. They contain a detailed description of the stages, deadlines, scope of work, monitoring indicators and measures to protect environmental components. Reforestation and land rehabilitation measures contribute not only to biodiversity conservation, but also to carbon capture, which generates direct synergies with the Company’s climate mitigation efforts

 For further information, see the section “[Ecosystem restoration](#)”.

Additional measures

Fish stocking of water bodies in Yakutia is one of ALROSA’s priority environmental initiatives. The Company annually finances the release of valuable fish fingerlings into Yakutia rivers, going beyond regulatory requirements.

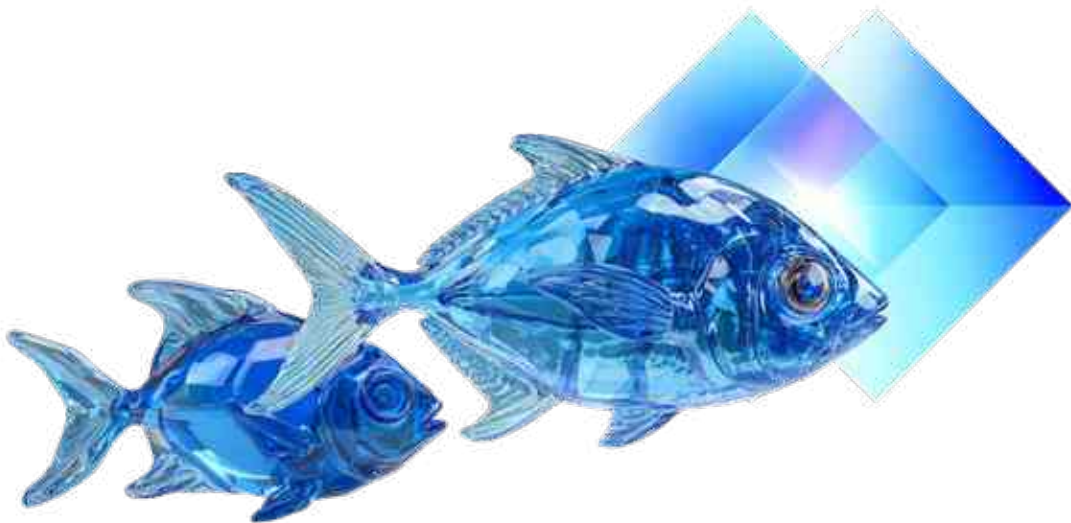
~837,000 fry and larvae were released into water bodies in the Republic of Sakha (Yakutia) in 2025. In total, the Company spent RUB 10 million on voluntary measures to artificially reproduce aquatic biological resources in the reporting year.

In addition to its own ichthyofauna recovery programmes, the Company carries out mandatory compensatory releases of fish as required by law. Since 2012, ALROSA has released more than 30 million larvae and juveniles of various fish species into the water bodies of Yakutia. The goal of the programme is to preserve the biological diversity of the rivers of Yakutia and restore the number of important commercial fish species, such as broad whitefish, sturgeon, and nelma.

To expand the geographical scope of fish restocking measures and the diversity of released fish species, ALROSA cooperates with scientific organisations and finances the expansion and modernisation of the fish hatchery infrastructure, promoting the development of artificial propagation of valuable fish species.

~6.3 million fish fry and larvae were released into water bodies of the regions where ALROSA operates as part of mandatory environmental damage compensation. The total cost of these measures amounted to RUB 25.2 million.

ALROSA participates in scientific research to monitor populations of wild reindeer (a flagship species) and the lesser white-fronted goose, a red-listed species nesting near the Verkhne-Munskoye deposit. As part of this research, ornithologists equip birds with GSM transmitters to study migration routes. The Company also participates in a project to support the Taimyr wild reindeer population. These actions go beyond direct management of negative impacts and aim to accumulate scientific knowledge and preserve biodiversity in the region as a whole



IDENTIFICATION OF BIODIVERSITY IMPACTS

The assessment of the impact of ALROSA Group’s production and other business activities on environmental components is an integral part of the Company’s existing environmental management system and is performed at all stages of the life-cycle. Assessment of the current state and permissible impact levels on ecosystems is carried out through industrial environmental control and monitoring. Quantitative indicators are determined based on the results of field surveys, operational accounting and environmental and analytical measurements conducted by ALROSA’s own laboratories accredited in accordance with effective laws of the Russian Federation.

The Company conducts comprehensive environmental field surveys, including the morphological description of soil profiles, soil sampling and analysis, vegetation and wildlife assessments, as well as hydrobiological and hydrochemical monitoring of nearby watercourses. The identification of

impacts relies on both primary data (field observations, laboratory tests) and model calculations (pollutant dispersion, acoustic modelling).

To prevent negative impacts on plant and animal ecosystems, the Company monitors the state of biodiversity every five years. As a result of the flora and fauna assessment conducted in 2022, ten species of plants and animals included in the Red List of the International Union for Conservation of Nature (IUCN) and in the Red Book of Russia were found on sample sites within a radius of 10–15 kilometres from the boundaries of the Company’s production sites. Of these, two species were classified as Near Threatened (NT), six species — as Least Concern (LC), and two species — as Vulnerable (VU).

ALROSA’s activities affect ecosystem services relied upon by indigenous small-numbered peoples of the North, local communities, and fisheries.

ALROSA is conducting geological exploration activities in Yakutia within Ochuma Resource Reserve, as well as near the specially protected natural areas of republican significance “Living Diamonds of Yakutia”, Dzhunkun Resource Reserve, Syugdzher Resource Reserve, Beke Resource Reserve, and the Markhara local protected area, the regional protected area of Terpey Tumus Resource Reserve in Yakutia, and near the Primorsky State Nature Reserve and the Soyansky State Nature Biological Reserve of regional significance in the Arkhangelsk Region.

GRI 101-8

GRI 14.4.8

ECOSYSTEM SERVICE	BENEFICIARIES	HOW ALROSA'S ACTIVITIES AFFECT THE SERVICE	MEASURES TAKEN
Freshwater (rivers: Irelyakh, Sokhsolookh, Vilyuy, Markha, Malaya Botuobia, Muna, Zimnyaya Zolotitsa, etc.)	Domestic water consumption, traditional fishing, agriculture	Potential risk of water quality degradation	- Hydrochemical and hydrobiological monitoring of water bodies, regular water sampling - Water recycling system
Fish stocks (peled, broad whitefish, Siberian sturgeon, etc.)	Fishing enterprises and communities of indigenous small-numbered peoples of the North	Compensatory and voluntary fish stocking	In 2025 approximately 7.2 million fry and larvae were released
Hunting resources, in particular wild reindeer — a traditional hunting species and a pillar of indigenous culture	Indigenous small-numbered peoples of the North	Intersection of wild reindeers migration routes with the Company's industrial infrastructure	Monitoring of migration routes, a ‘quiet period’ on haul roads during wild reindeer migrations, aerial surveys, support for the Zapad dedicated anti-poaching squad
Recreational and cultural services (landscapes, site cleanliness)	Local population, tour operators	Visual and acoustic impact	Planning of works taking into account the natural value of territories, landscaping





MEASURES
TO PRESERVE THE LESSER
WHITE-FRONTED GOOSE
POPULATION

In 2025 ALROSA continued its long-term scientific work to preserve and study the population of the rare species of the lesser white-fronted goose (*Anser erythropus*) across its operational footprint. The research conducted as part of this work yielded encouraging results: in the reporting year, the species demonstrated high breeding success, with an average brood size of 4–5 chicks, indicating favourable conditions during the nesting season. Although the monitoring revealed no direct anthropogenic threats of high intensity, experts identified a disturbance factor and a potential risk of poaching. These risks, although not yet critical, require constant monitoring and regular review, which confirms the need for further observations.

In 2025 special attention was paid to the integral assessment of the significance of the Muna and Motorchuna river basins. The study confirmed the exceptional ecological value of this region for the conservation of the lesser white-fronted goose. The unique combination of safe nesting habitats (rock cliffs), extensive foraging grounds, and strategically important pre-migration stopovers makes it one of the key strongholds of the species’ range in Yakutia. This area hosts the most viable groups of birds.

Based on the obtained data, in 2025, as a priority environmental measure, ALROSA considered designating the cluster of islands in the upper reaches of the Lena River as an Important Bird and Biodiversity Area (IBA) of Russia. Experts had identified this area as the primary pre-migration staging site for the lesser white-fronted goose, where birds build up energy stores for long-distance flights.

In 2026 the Company is planning to conduct a detailed survey of migration sites, staging points, and wintering grounds to identify key factors affecting the species population dynamics and, if necessary, adjust protection measures.

WILD REINDEER
POPULATION CONTROL
MEASURES

In 2025 ALROSA continued to identify migration routes for wild reindeer of the Lena-Olenyok population in cooperation with the Institute for Biological Problems of Cryolithozone of the Siberian Branch of the Russian Academy of Sciences. Specialists have launched a series of studies on seasonal reindeer concentration areas and the condition of pastures along the all-season road from the Verkhne-Munskoye deposit to the town of Udachny, which are planned to continue until 2028.

In the reporting year, an aerial survey of the Lena-Olenyok wild reindeer population was conducted. The reindeer population on public hunting grounds amounted to 71,124 individuals. The survey established the exact boundaries and spatial distribution of age- and sex-segregated herds in the summer pasture areas. Three habitats of these animal groups were identified. Compared to the previous aerial survey results (2018), a reduction in the reindeer population of 12,000 individuals was recorded.

In 2025 ALROSA and the Directorate of Biological Resources of Yakutia to Protect Tundra Populations of Wild Reindeer signed an additional agreement on population status assessment, monitoring, poaching prevention, and predator management. The funds were allocated for the equipment, machinery, and raids of the Zapad dedicated squad during the migration period.

NEXT STEPS

In 2026, ALROSA plans

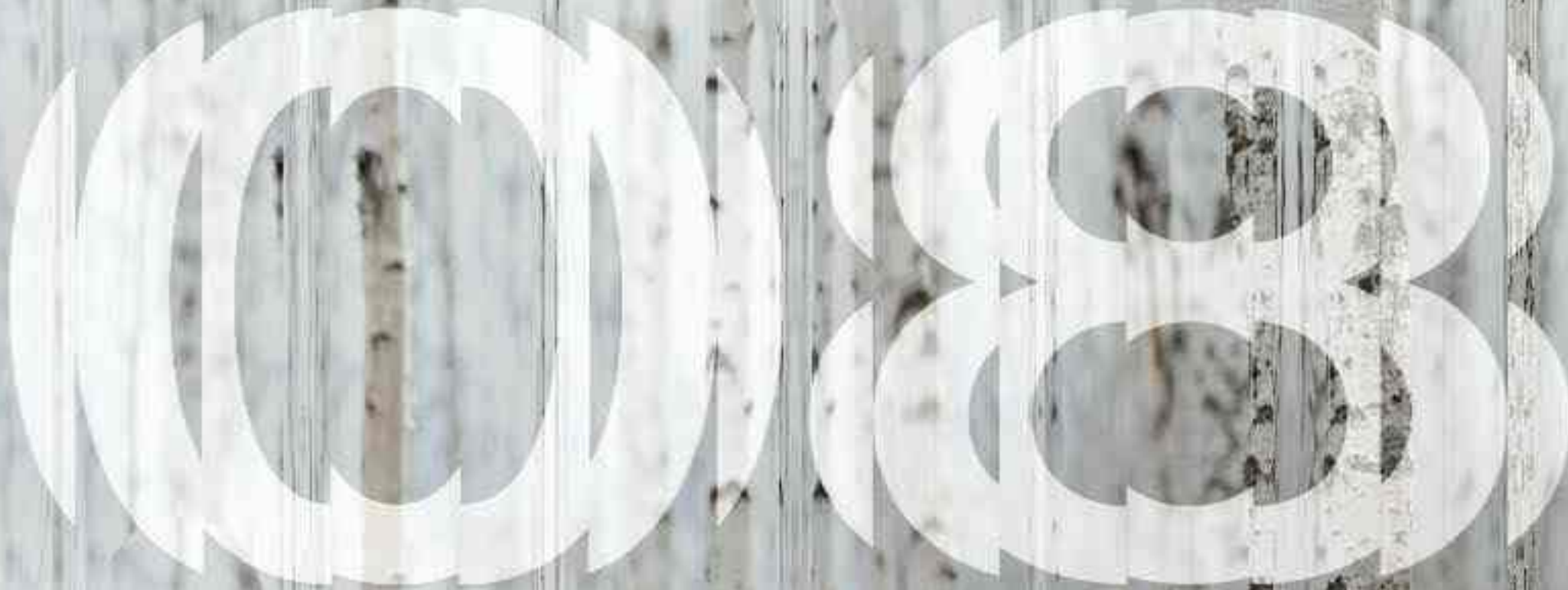
- to continue implementing key biodiversity conservation projects.

In the medium term,
the Company intends to:

- develop PJSC ALROSA’s biodiversity conservation programme;
- implement biodiversity conservation programmes across ALROSA Group companies to ensure a comprehensive and unified approach to biodiversity conservation.



DEVELOPMENT OF THE REGIONS OF OPERATIONS



WHEN DEVELOPING
CULTURE,
WE PRESERVE
TRADITIONS

Approach to social investment management 172

Social investments 173

Effectiveness assessment of social projects 181

Support for indigenous small-numbered peoples 183

Procurement from local suppliers 185

Next steps 188



2025 HIGHLIGHTS

PROGRESS UNDER THE 2029 ALROSA GROUP SUSTAINABILITY PROGRAMME

IFRS S1 46

IFRS S1 51

SASB EM-MM-210b.1

	TARGET	PROGRESS FOR 2025
Five social projects in the Mirninsky District underwent performance evaluation The Cooperation Agreement in the Area of Social and Economic Development of the Nyurba District for 2025–2027 with the Nyurba Ulus (District) was updated A new Cooperation Agreement with the Government of the Republic of Sakha (Yakutia) and the Association of Indigenous Small-Numbered Peoples of the North of the Republic of Sakha (Yakutia) was signed The target procurement system involving three diamond mining entities was launched into pilot industrial operation	C1 Ensuring the social well-being of the regions of operations	Ensuring timely 100% fulfilment of obligations under targeted financing agreements with the regions of operations within the framework of socio-economic cooperation 100% of the commitments fulfilled ✓
		Maintaining the volume of investments in regional development, maintenance of own social facilities, charity and sponsorship RUB 8.2 billion ✓
		Ensuring financing for projects to maintain the social infrastructure of Company towns and settlements, participating in the implementation of projects for the construction of large infrastructure facilities in cities and regions of operations RUB 1.8 billion allocated for the development and maintenance of own social infrastructure facilities Infrastructure projects implemented in the Republic of Sakha (Yakutia) and the Arkhangelsk Region ✓
	C2 Supporting indigenous peoples	Implementing at least five projects and initiatives aimed at support and promotion of the well-being of indigenous peoples in the regions of operations 12 sets of activities implemented in 2025 under the agreement with the Association of Indigenous Small-Numbered Peoples of the North ✓
	C3 Contributing to local purchasing	Ensuring annual purchases from local suppliers registered and operating in the regions of ALROSA Group operation 42% share of purchases from local suppliers¹ (+14 p.p. vs 2024) ✓

✓

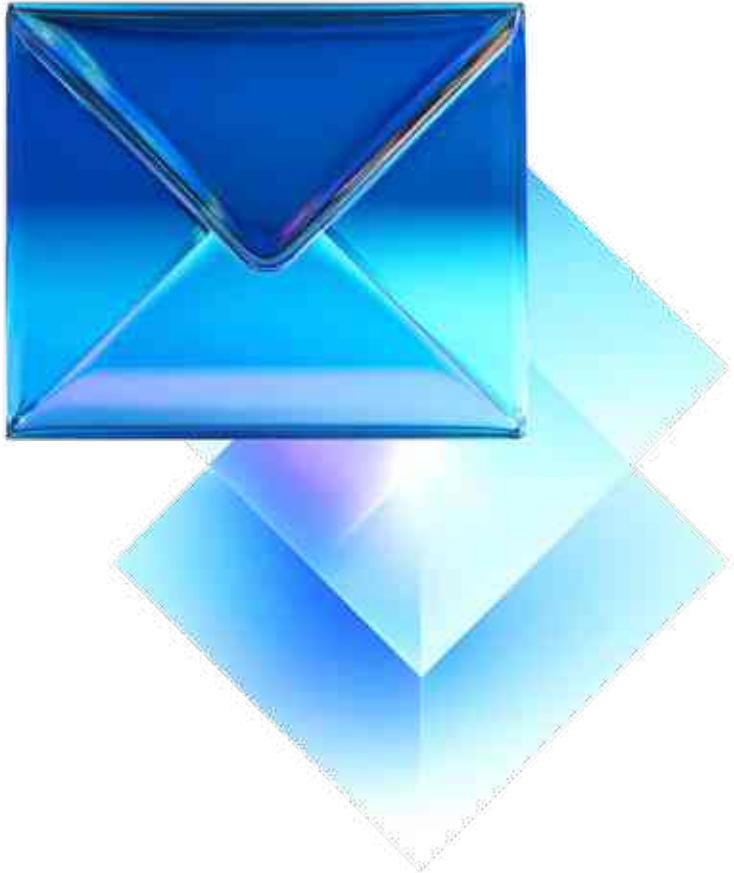
Completed

⦿

In progress

✕

Not accomplished



¹ In total purchases in monetary terms



WHY THIS MATTERS TO ALROSA

The Republic of Sakha (Yakutia) and its administrative districts (uluses) are the key shareholders of ALROSA, which determines the specifics of the Company's relations with local communities. The cooperation is based on the joint implementation of socially significant initiatives that contribute to the sustainable growth of the socio-economic well-being of the territories, their cultural development and the preservation of indigenous traditions.

MATERIAL TOPICS

- Development of the regions of operations and interaction with local communities
- Stakeholder engagement

METHODOLOGICAL RECOMMENDATIONS

UN SUSTAINABLE DEVELOPMENT GOALS



UN GLOBAL COMPACT PRINCIPLES

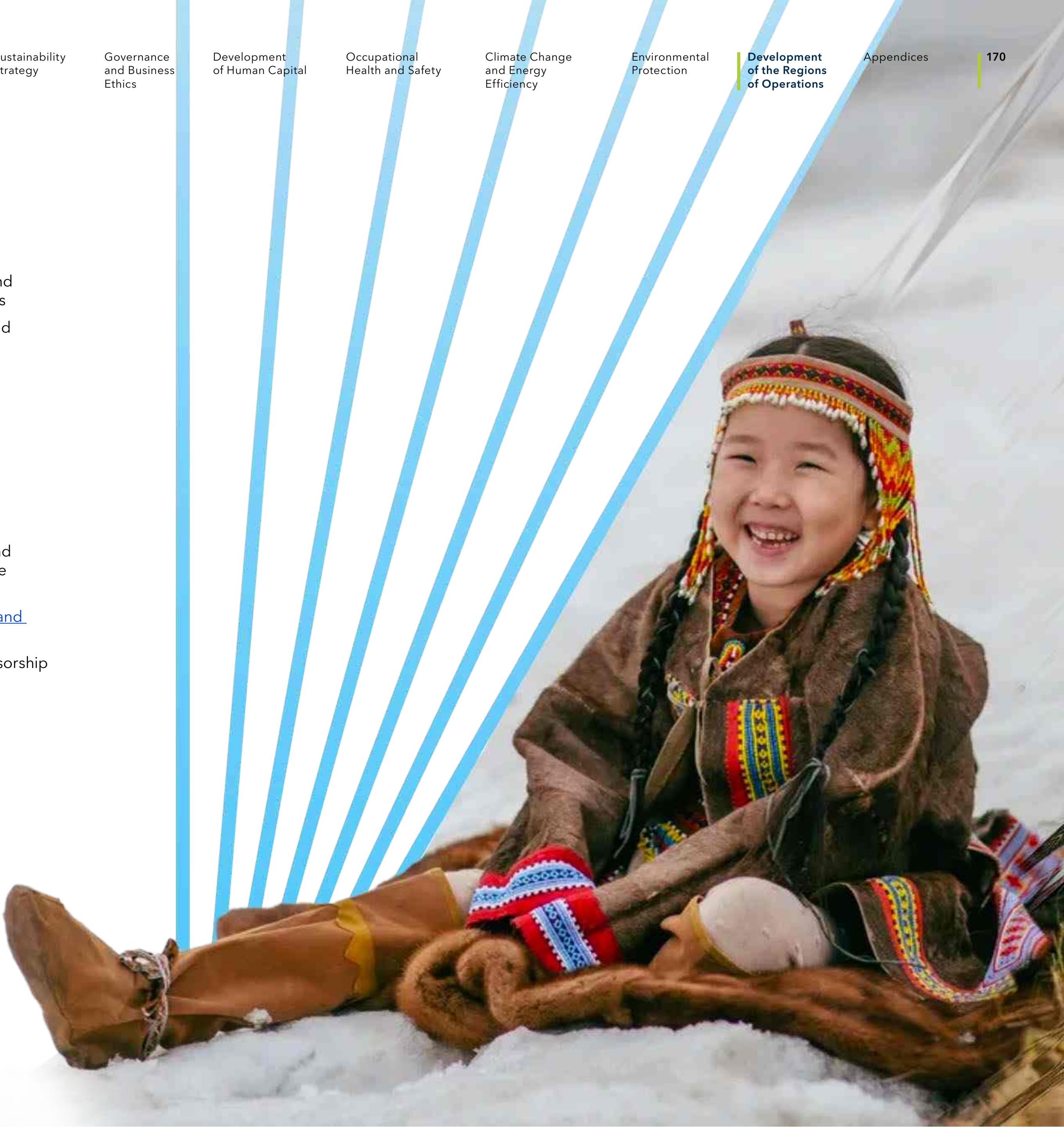
- Principle ①:** Businesses should support and respect the protection of internationally proclaimed human rights
- Principle ②:** Businesses should make sure that they are not complicit in human rights abuses

NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION

- Preservation of the population, strengthening health and improving the well-being of people, supporting families
- Self-fulfilment of each person, unlocking their talent, and educating a patriotic and socially responsible person
- Comfortable and safe living environment
- Stable and dynamic economy

REGULATORY DOCUMENTS

- [Social Policy](#)
- [Policy on Engagement with Indigenous Peoples](#)
- Comprehensive Programme for the Development of and Support for Indigenous Small-Numbered Peoples of the North
- [Regulations on Charity, Other Gratuitous Transactions and Sponsorship](#)
- Regulations on the Commission on Financial and Sponsorship Support
- Regulations on the Central Housing Commission
- [Regulations on the "ALROSA Territory" Contest](#)
- [Code of Business Ethics for Partners](#)
- [Procurement Regulations](#)
- [Policy on Supplier Environmental Assessment](#)



RESPONSIBILITIES OF MANAGEMENT BODIES

BODY	RESPONSIBILITY
Supervisory Board	• Determination of strategic goals and objectives • Approval of the budget of social projects
CEO — Chairman of the Executive Committee	• Definition of the Company’s social policy
Department of Social Services and Regional Development	• Preparation of a budget for social projects based on the data of all ALROSA Group companies and its submission to the Supervisory Board • Control over investment allocation • Cooperation with the Special Fund for Future Generations of the Republic of Sakha (Yakutia) and district/ulus governments, as well as other beneficiaries that prepare reports on the implementation of programmes and use of funds
Communications Department	• Engagement with representatives of local communities
Commission on Financial and Sponsorship Support	• Reviewing certain matters related to providing charitable and sponsorship assistance, as well as other types of gratuitous transactions, and presenting recommendations to the Executive Committee

ALLOCATION OF RESPONSIBILITY





Approach to social investment management

GRI 3-3 GRI 14.10.1

ALROSA is committed to fostering comfortable living conditions across all regions of its operations, with a particular focus on the Republic of Sakha (Yakutia) and the Arkhangelsk Region, where its key production assets are located. The Company's approach in this area is built around the interests and needs of local residents.

When selecting projects for implementation or support, ALROSA prioritises initiatives that strengthen traditional spiritual and cultural values and preserve the unique historical heritage of indigenous peoples. The Company participates in federal and regional projects in the field of education, healthcare, culture and sports, contributing to the achievement of the national development goals of the Russian Federation.

ALROSA's portfolio of social projects is shaped taking into account regional development strategies and municipal programmes. During the project design phase, public surveys are conducted, social challenges are analysed, and key community needs are identified to establish a comprehensive approach to addressing these issues.

COOPERATION IN IMPLEMENTING SOCIAL INITIATIVES

ALROSA works in partnership with government bodies, non-profit organisations (NPOs) and local communities to drive the socio-economic development of the regions. The Company co-finances social initiatives and enters into special-purpose financing agreements with the Special Fund for Future Generations to implement advanced development projects in the Republic of Sakha (Yakutia).

Total remittances to the Fund equalled RUB 500 million in 2025. The funds were spent on building and maintaining educational and cultural facilities, as well as implementing initiatives to support education, science, culture and family values.

GRI 413-1

One of the key tools of ALROSA's social policy is agreements on social and economic development and cooperation with the regions of presence. At the end of 2025, 19 such documents were in effect, including agreements with Yakutia and individual uluses (districts), as well as with the Government of the Arkhangelsk Region and the Primorsky Municipal District. Besides, in the reporting year, ALROSA updated its Cooperation Agreement in the Area of Social and Economic Development of the Nyurba District for 2025-2027 with the Nyurba Ulus (District).

RUB 500 million
allocated to the Special
Fund for Future Generations
in 2025

> RUB 1 billion
total amount of payments
under all such agreements
in 2025

ALROSA is participating in the implementation of over 50 initiatives under the Decree of the Head of the Republic of Sakha (Yakutia) "On the Development of the Mirninsky District to 2030", which determines the strategic development goals of the Mirninsky District. The initiatives include the improvement of urban and rural spaces, the construction and major renovation of roads, social and industrial facilities, and connection of populated areas to gas supply.



WHAT ALROSA IS PROUD OF

SUPPORT FOR SOCIAL PROJECTS IN THE ARKHANGELSK REGION

ALROSA takes part in improving the quality of life in the region as part of an agreement on social investments with the Arkhangelsk Region worth RUB 50 million and an agreement on participation in the integrated social and economic development of the Primorsky Municipal District for RUB 2.22 million.

The funds are allocated to repair educational institutions of the Primorsky District, restore the historical and cultural heritage sites of Pomorye, support creative and sports groups of the region, and implement projects focused on the comprehensive development of rural areas. Particular emphasis in 2025 was placed on supporting children, education, and sports.

"ALROSA TERRITORY"

The Company annually organises the ALROSA Territory grant competition for socially significant projects, which sees participation from public organisations and municipalities within the Mirninsky District. The competition aims to support initiatives focused on developing social infrastructure, education, sports, tourism, and leisure activities, as well as improving public spaces. It also encourages the fostering of an environmental

culture and the preservation of ethnic and cultural heritage. Such projects are designed to address specific challenges and contribute to enhancing the quality of life for local residents.

In 2025 the Company supported 11 projects worth almost RUB 20 million, including cultural, sports and educational projects, as well as projects to improve the urban environment.

RUB 196 million
allocated for financing of the
projects in 2021-2025



Social investments

In 2025 ALROSA's expenditures on the social and economic development of the regions of presence and the implementation of social programmes for employees amounted to RUB 7.4 billion, down 8% versus 2024. The decrease was due to a revision of the level of external social investment in response to volatility in the diamond market.

PBCS 88

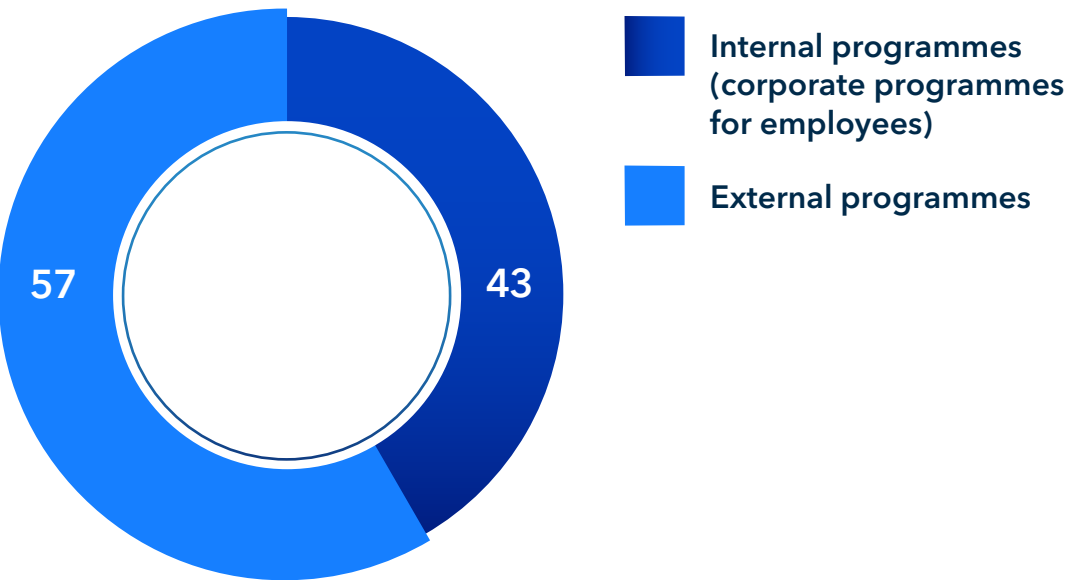
Additionally, ALROSA makes annual contributions to the Non-State Pension Fund GAZFOND Pensions (NSPF) as part of the corporate pension programme. In the reporting year, the total amount of those contributions was RUB 0.8 billion¹.

RUB 7.4 billion
total expenses on the social and economic development of the regions of presence and the implementation of social programmes for employees in 2025

Social expenditures of ALROSA Group, RUB billion

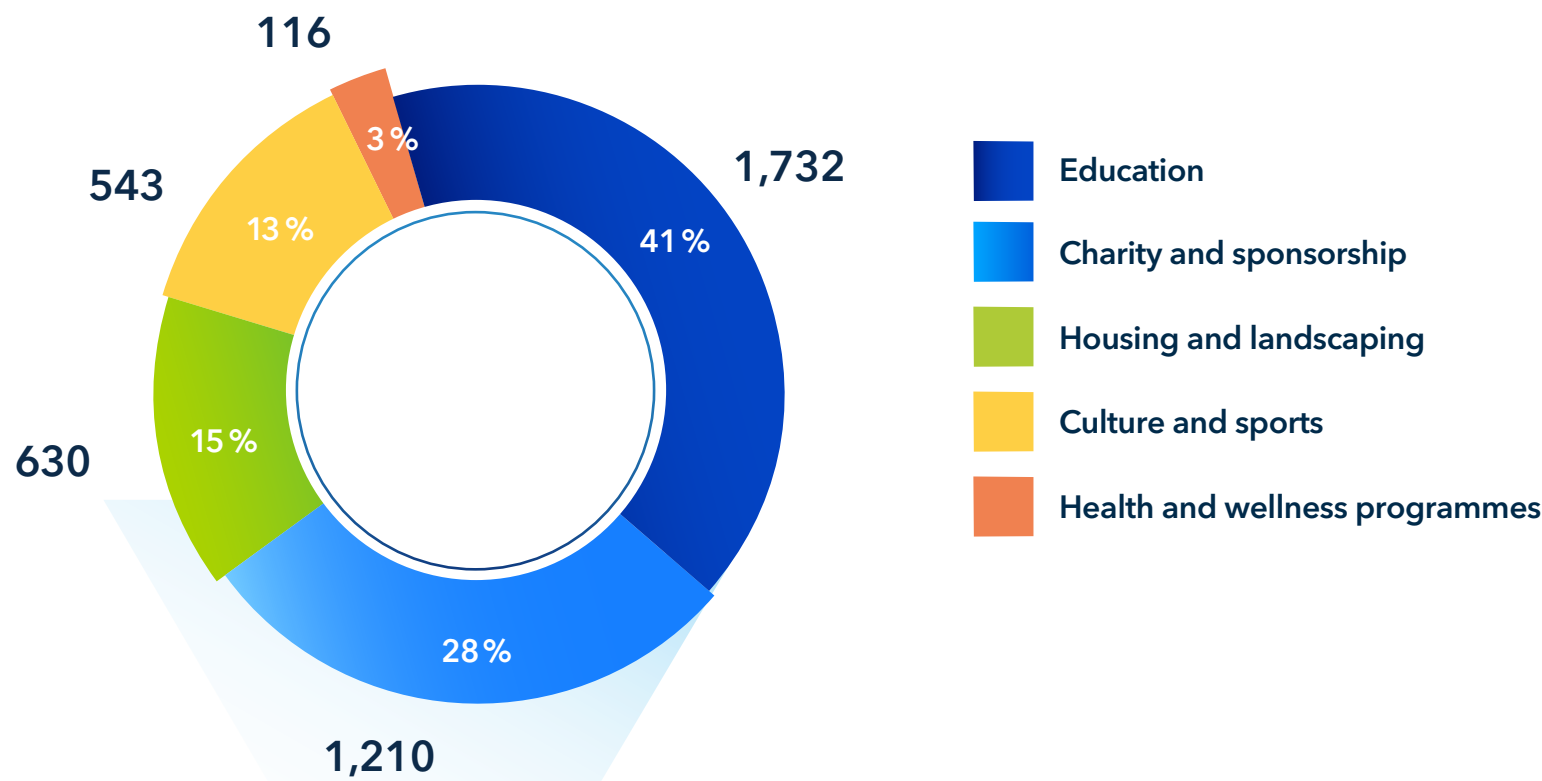


Social expenditures structure in 2025, %



GRI 203-1 GRI 203-2 GRI 14.9.3 GRI 14.9.4 PBCS 35 PBCS 76 PBCS 79 PBCS 80 PBCS 83 PBCS 84 PBCS 85

Social expenditures related to the development of the regions of operations (external programmes), RUB million



RUB 0.8 billion
annual contributions to the Non-State Pension Fund in 2025

¹ This amount includes contributions remitted by PJSC ALROSA under parity and non-parity corporate programmes.

WHAT ALROSA IS PROUD OF

ALROSA RANKS AMONG THE LEADERS IN THE SOCIAL PERFORMANCE RATING OF SUBSOIL USERS

During the reporting year, ALROSA maintained its leading position in the social performance rating among major industrial companies extracting mineral resources within the Republic of Sakha (Yakutia). Social performance is monitored by the Republican Centre for Strategic Studies and reflects the contribution of business to the social and economic development of the region.



EDUCATION

Education in the regions of operations is supported through projects for children and youth, as well as assistance to kindergartens, schools and universities.

2025 education projects

	PROJECT	DESCRIPTION	2025 RESULTS		PROJECT	DESCRIPTION	2025 RESULTS
Support for preschool institutions	Almazik Preschool RUB 800 million	ALROSA, together with the Mirninsky District government, is a co-founder of Almazik Preschool	Support was provided for the ongoing operations of 26 kindergartens attended by 3.6 thousand children	Support for secondary vocational education institutions and universities	Support for the educational process of colleges and universities RUB 83.8 million	ALROSA provides financial support to institutions of higher and secondary vocational education to facilitate the educational process and boost endowment funds	- Support was provided to the Polytechnic Institute of the North-Eastern Federal University and the Mirny Regional Technical College - ALROSA supported the Endowment Fund of the North-Eastern Federal University in Yakutsk and the Endowment Fund of the Northern (Arctic) Federal University in Arkhangelsk
	Patronage assistance RUB 2.9 million	The Company provides assistance to preschool institutions, schools, orphanages, rehabilitation centres and special needs schools	50 institutions received patronage assistance		ALROSA corporate classes and training centres in higher education institutions, implementation of educational projects RUB 57.5 million	To develop and improve the quality of education in the regions of operations, ALROSA opens corporate classes and training centres in higher education institutions and allocates funds to implement educational initiatives	- The Company funded the operation of the corporate class at the Polytechnic Lyceum in Mirny - New ALROSA corporate classes and a corporate training centre were opened at the Irkutsk National Research Technical University - The Company supported the International Engineering CASE-IN Championship hosted by the Reliable Change Foundation - ALROSA supported the implementation of the career guidance programme ALROSA Technomodule at the Centre for Additional Education in Mirny - The Company allocated funds to develop the Association of Educational Organisations Focused on Engineering and Polytechnics and to purchase branded printed materials for them
Support for schools	Free hot meals for schoolchildren RUB 150 million	ALROSA annually finances free hot meals for Mirninsky District schoolchildren in grades 5–11	Hot meals were provided for 5,800 schoolchildren across 17 schools in the Mirninsky District	Other	Support for educational workers RUB 19.8 million	The Company supports staff members of educational and budgetary institutions in the regions of operations by allocating RUB 50,000 per person to cover travel expenses to holiday destinations via ALROSA Air Company flights	Financial assistance was provided to cover travel expenses to holiday destinations for employees of educational organisations, additional education centres, and municipal institutions for culture, physical culture, sports, and education in the Mirninsky District
	Reconstruction and repair of school buildings, additional payments to teachers RUB 89.7 million	For over 25 years, ALROSA has provided financial support to educational institutions in the Mirninsky District to cover current expenditures and carry out repairs	Current repairs were carried out at 20 institutions in the Mirninsky District, including general education schools, centres for additional education, and a school of arts				
	Support for the Orthodox Gymnasium named after St. Innocent, Metropolitan of Moscow, in Mirny RUB 7.8 million.	Financial support from the Company covers the building's operational costs (including utilities and electricity), ensures the continuity of education, and provides supplementary payments to staff salaries	Funding was provided to guarantee the ongoing and stable operations of the Gymnasium				

HEALTH AND WELLNESS PROGRAMMES

PBCS 36

Since ALROSA employees and their families primarily reside in remote regions with harsh climates, the Company places particular emphasis on developing healthcare services in these areas and designing additional programmes to support employee well-being.

Health, recreation and wellness projects in 2025

PROJECT	DESCRIPTION	2025 RESULTS
Support for hospitals	Support for healthcare workers RUB 53.8 million	ALROSA allocates funds to support doctors and other healthcare workers, as well as their family members Aikhmal City Hospital and Mirninsky Central District Hospital: - recruitment of medical personnel (doctors, specialists, and paramedics) and the provision of salary supplements to ambulance drivers - compensation for healthcare workers' travel expenses to their holiday destination via ALROSA Air Company flights, amounting to RUB 50,000 per person District Doctor programme in the Mirninsky District: - recruitment and retention of medical professionals in public healthcare organisations - creation of comfortable conditions for receiving medical care
Recreation and wellness programme	Organisation of recreation for employees, their family members and retirees RUB 637.1 million	The Company prioritises disease prevention and arranges wellness retreats and leisure activities for its staff, their family members, and retirees. Vouchers are provided once every two years, and annually during the off-season. Depending on the recipient category, they pay between 20% and 30% of the cost of the voucher themselves. By decision of the Profalmaz trade union and ALROSA, certain categories (retirees, veterans, socially vulnerable people) can receive vouchers free of charge - A total of 7,500 employees, their family members, and retirees received vouchers for holidays in local and out-of-town health resorts - The following holiday destinations were available: Krasnodar Territory, Altai Territory, North Caucasus and other regions through a tour operator, own Gornyak healthcare centre, as well as children's health camps on the Black Sea coast, in the Novosibirsk and Moscow Regions



Health, recreation and wellness projects in 2025 (continue)

PROJECT	DESCRIPTION	2025 RESULTS
Additional medical insurance	Additional medical insurance contracts RUB 599.3 million To implement its Health Programme, ALROSA enters into additional medical insurance contracts for the benefit of its employees, their children and retirees. The programme is implemented with the support of the ALROSA Medical Centre and leading medical institutions at the republican and federal levels.  For more information on ALROSA wellness programmes for employees, see the section “Social support and partnership”	41.4 thousand people were insured in 2025, including: 29.9 thousand employees 11.5 thousand children of employees and retirees - The following were referred for out-of-town examinations and treatment: 893 people under additional medical insurance 206 people under mandatory medical insurance (new initiative) - The ALROSA Medical Centre continued to conduct medical examinations aimed at the early diagnosis of diseases, including cancer
	Strategy for the Development of Corporate Healthcare in the Region where ALROSA Operates— Republic of Sakha (Yakutia) for 2022-2026 RUB 259 million total budget of the Strategy One of the key objectives of the Strategy is to preserve and enhance the level of corporate healthcare, with occupational medicine being a priority area. Occupational medicine combines preventive and clinical components, providing an integrated approach to the study and application of tools and methods of a medical-preventive, treatment-oriented and socio-hygienic nature aimed at preserving employee health and reducing occupational risks.  For more information on ALROSA wellness programmes for employees, see the section “Social support and partnership”	- A preventive medical and wellness centre was launched - A number of comprehensive medical examinations were conducted involving outsourcing organisations - The staffing and material and technical resources of health centres at the northern sites were strengthened - A diagnostic and rehabilitation department was opened at the preventive medical and wellness centre
Special-purpose financing of the areas	Special-purpose financing agreements for the Mirninsky District and Mirny RUB 3.1 million ALROSA contributes to the implementation of the programme “Mirninsky District is a Child-Friendly Place” and assists in organising summer holidays in the Orlyonok camp for children from low-income families	The financial aid amounted to RUB 3.1 million

WHAT ALROSA IS PROUD OF

ALROSA MEDICAL CENTRE RECOGNISED AS A LEADER IN THE FIELD OF CORPORATE HEALTH

The Company's Medical Centre was awarded the Sustainable Development Prize in the Health Without Borders category. This annual award is organised by SOGAZ Insurance Group to identify best practices in occupational health promotion among Russian companies. The award evaluates comprehensive prevention programmes, the accessibility of medical care, and innovative solutions in corporate health. Winning confirms the high standard of medical service delivery within the Company.



CULTURE AND SPORTS

ALROSA develops a cultural and sports environment in the regions of operations, contributing to the formation of spiritual and moral values and providing conditions for a healthy lifestyle.

2025 culture and sports projects

PROJECT	DESCRIPTION	2025 RESULTS
The Cultural and Sports programme (including maintenance of social infrastructure facilities) RUB 1,910 million	ALROSA supports the implementation of the programme in the following areas: • maintenance of 20 social infrastructure facilities; • organisation of cultural and mass events and sports activities through the ALROSA Cultural and Sports Complex (CSC) and at the Company's enterprises; • provision of New Year's gifts for employees' children and gifts on the occasion of the birth of a child The ALROSA Cultural and Sports Complex offers access to over 300 sports clubs and creative groups. Activities are organised in seven creative areas and 26 sports. ALROSA employees who are members of the Profalmaz trade union attend CSC sports clubs and creative groups for free. A preferential rate of RUB 100 per month has been set for employees’ children of preschool and school age to attend CSC sports clubs and creative groups. For pensioners and veterans of the Mirninsky District, the fee for CSC facilities is set at RUB 150 per month, in line with the comprehensive “Active Longevity 60+” programme supporting the senior generation.	• RUB 1,562 million allocated for the maintenance of 20 social infrastructure facilities • Over 1.5 thousand sports and cultural events held by the CSC
The 2022-2024 Cultural and Sports Complex Development Strategy (as updated in 2025) RUB 564 million budget of the Strategy	The ALROSA Cultural and Sports Complex holds annual events and implements projects aimed at providing sports and cultural opportunities for local people and Company employees. The Strategy includes initiatives to improve museum exhibitions and preserve the history of the development of the diamond mining industry, create new types of services, improve the quality of services provided, improve the comfort and accessibility of cultural, sports and children's recreation facilities, and improve their technical equipment.	Between 2022 and 2025, 27 out of 32 initiatives outlined in the Strategy were completed. In 2025 work was completed in the amount of RUB 94.8 million, including: • the creation of a new museum in Mirny • the fit-out of a functional training room and a fitness gym in Aikhal • the purchase of a screen for the cinema at the “Northern Lights” Cultural Centre in Aikhal
Comprehensive programme “Development of Culture and Sports in the Mirninsky District” RUB 19.5 million	ALROSA finances the implementation of this comprehensive programme across the following key areas: • strengthening cultural ties • expanding the touring activities of creative groups • promoting books and reading • identifying, supporting, and nurturing talented children • backing the activities of national and cultural associations • organising cultural and leisure activities for senior citizens • wellness and mass sports events • awarding winners and prize winners of republic-level competitions, contests, etc.	• Supporting touring trips; financing the participation in festivals, performances, and masterclasses • Assisting youth and children's groups participating in talent competitions • Supplying equipment (incl. office equipment) and furniture to children's schools of arts, as well as purchasing musical instruments • Participating in the organisation of celebratory events commemorating the 80th anniversary of the Victory in the Great Patriotic War and the Patriotic Festival • Supporting the activities of folk ensembles • Financing the participation of athletes in the XXII Spartakiad of National Sports “Manchaara Games”

HOUSING AND LANDSCAPING

To ensure comfortable living conditions in its regions of operations, ALROSA implements projects to create modern infrastructure, improve urban spaces and provide housing to the local population. In 2025 the Company revised its Corporate Support

Regulations to increase the entitlement to total living space per family member while simultaneously lowering the eligibility thresholds for young professionals seeking housing upgrades. Additionally, a new rate for renting corporate housing was approved.

2025 infrastructure projects

	PROJECT	DESCRIPTION	2025 RESULTS		PROJECT	DESCRIPTION	2025 RESULTS
Construction of new facilities	Construction of the Urban Environment Centre of Excellence in Yakutsk RUB 67.6 million	The construction of the regional Centre is being carried out as part of targeted financing by the Special Fund for Future Generations. The key objectives of the Urban Environment Centre of Excellence¹ are comprehensive development of territories, improvement of public spaces, protection and restoration of territories and objects of natural, historical and cultural significance	Between 2019 and 2025, a total of RUB 446.2 million was allocated to the construction of the Centre, including RUB 67.6 million in 2025, with the facility scheduled to enter into operation in 2026	Landscaping	Landscaping in Mirny RUB 157 million	The project is being implemented with the joint participation of the Company and the Mirninsky District and is aimed at urban improvement	- Landscaping of the public recreation area “City Park” in Mirny, road and pavement repairs, maintenance of the sculptural composition “Monument to Miners”, and restoration of a metal bas-relief and two murals on building facades - Repair and asphaltting of city roads - Submission of an application for participation in the All-Russian Competition for the Best Projects for Creating a Comfortable Urban Environment for the Far Eastern Federal District
	Construction of regulatory facilities and organisation of a national festival “Ysyakh Olonkho” in the Kobyaysky Ulus RUB 100 million	The construction of regulatory facilities and the organisation of the festival are being carried out as part of targeted financing by the Special Fund for Future Generations. The project involves the construction of over 30 facilities by the beginning of the republic-wide festival. Of these, 17 are regulatory structures required by standards—including the tyusyulge (ritual site), a central grandstand with a stage, and the sacred Aal Luuk Mas tree—while the remaining approximately 20 are non-regulatory structures, such as a hippodrome and a children's playground	Activities to prepare the regulatory facilities are scheduled for 2026		Social and economic development of Udachny RUB 56 million	ALROSA participates in the implementation of measures aimed at developing the urban environment and improving the quality of life in Udachny	- Major repairs to an apartment building’s driveway and pedestrian zones - Ensuring uninterrupted operation of utility and housing infrastructure facilities
					Social and economic development of the Aikhal settlement RUB 50 million	The Company provides infrastructure development in Aikhal. Efforts are undertaken, inter alia, as part of the state programme “Creating a Modern Urban Environment in the Republic of Sakha (Yakutia)”	Roads were repaired and a children's playground was arranged

¹ It was created in the Republic of Sakha (Yakutia) on 1 February 2019 as part of the “Creating a Comfortable Urban Environment” federal project of the national project “Housing and Urban Environment”.

2025 infrastructure projects (continue)

	PROJECT	DESCRIPTION	2025 RESULTS		PROJECT	DESCRIPTION	2025 RESULTS
Landscaping (continue)	Social and economic development of the Almazny and Svetly settlements RUB 40 million	ALROSA finances activities aimed at developing infrastructure in the settlements of Almazny and Svetly	Landscaping of an urban park and road repairs	Housing (continue)	Construction of the first rental apartment building in Mirny RUB 9 million	ALROSA supports the construction of the first rental apartment building, comprising 158 apartments, included in the “Affordable Rental Housing in the Far Eastern Federal District” programme. Apartments there will be made available, among others, to ALROSA Group employees	Under a special-purpose financing agreement, the Company transferred funds to the city administration's budget to subsidise the developer's costs associated with preparing utility infrastructure. On-site meetings were held to address issues arising during the organisation and execution of construction work
	Social and economic development of the Nyurba District RUB 254.8 million		- Development of design and cost estimate documentation for the construction of a 3,000-seat stadium with an indoor athletics track - Completion of design and survey work for a water treatment plant in Nyurba with a daily capacity of 1,200 m³ - Construction and major renovation of a school, kindergartens, and sports halls, landscaping of urban streets		Construction of an 8-floor residential building in the Mirninsky District	With the Company's support and that of the city, construction has commenced on an 8-floor residential building containing 92 apartments. Employees of the Company who wish to participate in shared-equity construction will receive corporate support in the form of full compensation of the interest paid on their mortgage loans	The application process for employees wishing to participate in the shared-equity construction of the residential building was commenced. The start of interest compensation payments on mortgage loans is scheduled for 2026
Housing	Housing for young families RUB 34 million	ALROSA co-finances the municipal programme of the Mirninsky District “Housing for Young Families”, under which young families and single parents under 35 participating in the programme receive social allowances for the purchase of housing or the construction of an individual residential building and to repay outstanding mortgage loans	During 2025, 37 young families from the Mirninsky District received certificates entitling them to social allowances for the purchase of residential property or the construction of individual homes, including 18 families of ALROSA Group employees		Upgrade of Polyarny Airport in Udachny RUB 18.9 million	ALROSA finances an upgrade to the city airport	Annual repair of the runway

TARGETED ASSISTANCE AND CHARITY

ALROSA supports vulnerable groups of the population in the regions of presence through the implementation of charity and sponsorship programmes, as well as targeted assistance to those in need. ALROSA has a Commission on Financial and Sponsorship Support, to which employees and local residents can send their requests.

2025 charity and sponsorship projects

PROJECT	DESCRIPTION	2025 RESULTS
Commission on Financial and Sponsorship Support RUB 90.2 million	The Commission considers the provision of targeted assistance to those in need of: • treatment and recovery due to serious illness, injury, accident • expensive medicines, as well as personal property, if it was lost as a result of a fire or natural disaster or as a result of unlawful acts of third parties • financial support in case of the loss of the breadwinner, in a difficult financial situation • in other unforeseen and extraordinary circumstances	Assistance totalling RUB 90.2 million was provided, including RUB 55 million at the request of employees of PJSC ALROSA and RUB 35.6 million at the request of employees of subsidiaries



Effectiveness assessment of social projects

GRI 413-1

In accordance with the Regulations on Social Impact Assessment of the Company's operations, ALROSA annually selects five projects and assesses their effectiveness. In the reporting year, this assessment was performed for projects¹ underway in the Mirninsky District.

The procedure was conducted by an independent advisor and involved:

- the analysis of internal regulatory documents, including ALROSA's activity reports, alongside the analysis of the external environment, incorporating data from federal and municipal authorities regarding ongoing projects;
- interviews with managers and specialists from ALROSA's responsible departments to identify approaches to social project implementation;
- online surveys of representatives of municipal institutions within which the selected social projects are being implemented;
- surveys of direct beneficiaries to assess the effectiveness of social projects and collect feedback.

The assessment results show that the projects are socially significant and have high beneficiary satisfaction.

Results of the 2025 effectiveness assessment of five social projects in the Mirninsky District

PROJECT	PROJECT OBJECTIVES	PROJECT OUTCOMES	BENEFICIARIES' FEEDBACK	OVERALL EFFECTIVENESS ASSESSMENT
Comprehensive programme “Development of Culture and Sports in the Mirninsky District”	- Create conditions for preserving cultural potential and heritage, ensure continuity in cultural development while supporting cultural diversity and innovation - Encourage regular physical activity and mass sports among residents - Promote health and active lifestyles among young professionals and young workers - Provide cultural and leisure activities while encouraging physical activity in older age groups	>70 thousand people number of beneficiaries in sports events >28.5 thousand people number of beneficiaries in cultural activities	114 respondents took part in the survey, including representatives of municipal institutions of culture and additional education in the field of arts, as well as residents of the Mirninsky District 93% of respondents felt positive changes in their lives due to participation in the project 75% of respondents feel support and care from ALROSA as a result of the project implementation	High project effectiveness The project contributes to improving the quality of life of the population, promoting public health, social integration and creating conditions for active longevity. The project has the potential to become a long-term platform for social activity in the area and can be recommended as a model for replication National Development Goal of the Russian Federation: preservation of the population, strengthening health and improving the well-being of people, supporting families
Support for the Orthodox Gymnasium named after St. Innocent, Metropolitan of Moscow, in Mirny (a private educational institution)	- Implement the project in accordance with the Agreement on the Social and Economic Development of the Republic of Sakha (Yakutia) in 2021–2025 - Provide special-purpose financing for the maintenance of the building (utility costs) and for salary subsidies for the gymnasium's staff	In 2024: 18 people number of beneficiaries (teaching and administrative staff of the gymnasium) 56% share of teachers holding a first or highest qualification category (+11 p.p. compared to 2021)	Teachers and administrative staff of the gymnasium took part in the survey 100% of respondents believe that the initiative has a positive effect on the social and psychological climate in the team, increasing the sense of stability and reliability	Moderate project effectiveness The project is systematic in nature and promotes the development of educational and leisure infrastructure in the area National Development Goal of the Russian Federation: self-fulfilment of each person, unlocking their talent, and fostering a patriotic and socially responsible personality

¹ In some cases, the assessment was performed for 2021–2024, 2022–2024 and 2024–2025.

Results of the 2025 effectiveness assessment of five social projects in the Mirninsky District (continue)

PROJECT	PROJECT OBJECTIVES	PROJECT OUTCOMES	BENEFICIARIES' FEEDBACK	OVERALL EFFECTIVENESS ASSESSMENT	
Preserving, reviving and promoting indigenous languages and culture –by the Association of Indigenous Small-Numbered Peoples of the North of the Republic of Sakha (Yakutia)	Facilitate the preservation of the languages, cultural heritage and sustainable development of ethno-cultural traditions of indigenous small-numbered peoples of the North of the Republic of Sakha (Yakutia)	Eight public associations of indigenous small-numbered peoples of the North beneficiaries under the agreement made in 2024 43 events of various formats were held by public associations of indigenous small-numbered peoples of the North	Nine representatives of such indigenous peoples took part in the survey, including: • 33% aged 36–55 • 66% aged over 55 100% of respondents noted positive changes in their lives resulting from their participation in the project 100% of those surveyed expressed a sense of support and care from ALROSA attributable to the project	Moderate project effectiveness The project addresses the objective risks of language and cultural extinction among indigenous small-numbered peoples of the North in ALROSA's operating regions and creates the necessary conditions for their preservation National Development Goal of the Russian Federation: sustainable and dynamic economy	
	Initiatives to recruit medical personnel (doctors, specialists, and paramedics) to state healthcare institutions in the Mirninsky District to enhance access to medical care	Support doctors newly arriving to work in state healthcare institutions under the municipal programme “Creating Conditions for the Provision of Medical Care to the Population and Strengthening Public Health”	In 2024–2025, the initiatives helped to recruit: • 17 doctors • 6 drivers 63% staffing level for medical personnel in 2025 (+8 p.p. compared to 2024) 72% staffing level for ambulance drivers (+8 p.p. compared to 2024)	35 doctors from six populated areas participated in the survey 4.4 out of 5: overall satisfaction with participation in the programme 4.2 out of 5: overall satisfaction with the size of the one-time payment for doctors	Moderate project effectiveness The programme is systematic in nature. Current financial support measures are of some help in attracting and retaining medical personnel in the district. A more integrated approach to improving the quality of the healthcare system is needed, including the involvement of partners National Development Goal of the Russian Federation: preservation of the population, strengthening health and improving the well-being of people, supporting families
	Landscaping of the “City Park” public space in Mirny	• Create favourable conditions for living, develop attraction points based on modern landscape design concepts • Shape a contemporary architectural and visual identity for the urban area • Provide attractive conditions for both city residents and visitors	In 2025 preparatory and general construction work was completed for the siting of all facilities planned for construction	The survey of beneficiaries was not conducted due to ongoing construction work under the project	The assessment is not complete (Project work will continue in future reporting periods.) The overall effectiveness will be assessed upon the completion of the project. Although the project is a one-off initiative, its implementation will foster a comfortable urban environment and provide favourable conditions for local residents to enjoy a healthy lifestyle and cultural activities National Development Goal of the Russian Federation: comfortable and safe environment for living

Support for indigenous small-numbered peoples

GRI 3-3 GRI 14.11.1

Various peoples live in the Republic of Sakha (Yakutia): Evenks, Evens, Yukaghirs, Dolgans, Chukchi. ALROSA respects the rights of the local population and indigenous small-numbered peoples of the North, including the right to a traditional way of life in their places of residence, and does not allow their forced resettlement.

 For more information on the Company's approach to interaction with indigenous small-numbered peoples, see the [Indigenous Peoples Engagement Policy](#).

In accordance with the legislation of the Republic of Sakha (Yakutia), ALROSA undergoes ethnic environment impact assessments (EEIA) in places of traditional residence and traditional business activity and in the areas of natural resources use of the indigenous small-numbered peoples of the North. The assessment includes the development of activities aimed at mitigating potential impacts, including through targeted compensation payments based on agreements with indigenous communities.

Furthermore, at the pre-project stage, the Company assesses the impact of its operational activities on historical and cultural heritage sites. This involves conducting archaeological surveys of land plots to identify such sites and prevent any potential adverse effects. Where such objects are discovered, measures are developed to ensure their preservation.

PRESERVATION OF THE CULTURE AND TRADITIONS OF YAKUTIAN PEOPLES

For many years, ALROSA has been actively providing financial support to the Arctic regions of Yakutia. Over the past six years, the Company has allocated more than RUB 1 billion in targeted support to districts and territories of traditional residence for small-numbered peoples. It financed the construction and repair of vital social facilities, as well as initiatives aimed at preserving the national cultures, languages, and folklore of the indigenous peoples.

For six years, the Company has cooperated with the Directorate of Biological Resources of Yakutia to protect tundra populations of wild reindeer — a key hunting resource and the foundation of the diet for the indigenous small-numbered peoples of the North. This initiative includes information campaigns, scientific research, and the equipping of inspectors from the special unit, helping to preserve the traditional way of life of the small-numbered peoples and the region's unique ecosystem.

 For more information on ALROSA measures aimed at conservation of wild reindeer in 2025, see the section [“Wild reindeer population control measures”](#).

In 2025 ALROSA continued to implement the Comprehensive Programme for the Development of and Support for Indigenous Small-Numbered Peoples of the North. The programme's objective is to foster conditions for the sustainable development of indigenous small-num

bered peoples residing within the Republic of Sakha (Yakutia). This is achieved by establishing favourable and comfortable living conditions that respect the traditional livelihoods, unique culture, and spiritual values of the indigenous peoples.

Goals of the Comprehensive Programme for the Development of and Support for Indigenous Small-Numbered Peoples of the North



to implement measures aimed at creating and developing the social infrastructure of the Company's region of operations and the territories of traditional residence of indigenous small-numbered peoples of the North



to protect the traditional habitats and economic pursuits of indigenous small-numbered peoples of the North, to create a favourable environment for the traditional use of natural resources



to raise the educational level and create opportunities to improve the quality of life



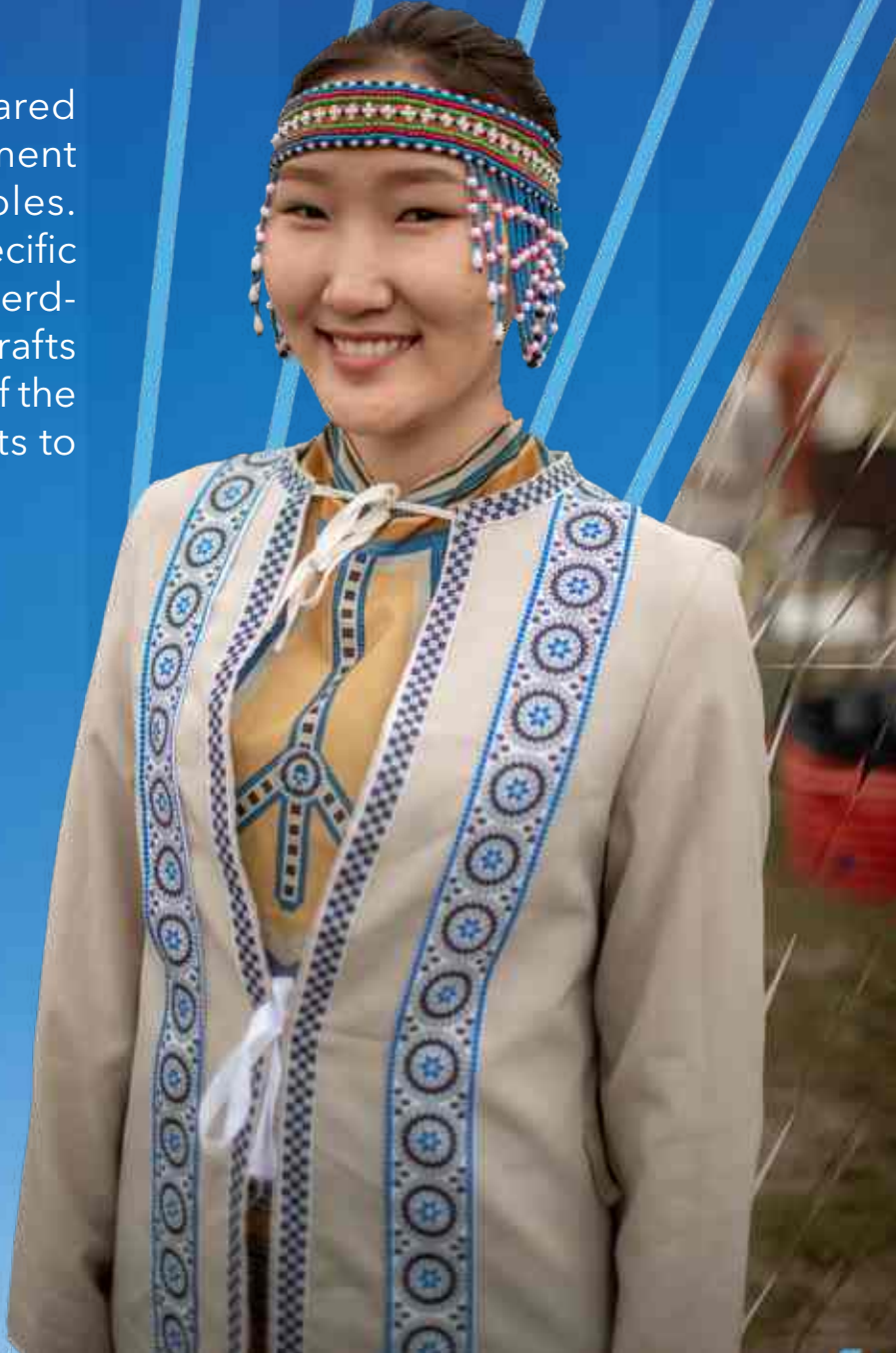
to protect the essential aspects of spiritual culture, the language and traditions, alongside promoting the revival and enhancement of customary lifestyles and crafts

WHAT ALROSA IS PROUD OF

ALROSA SPOKE ABOUT SUPPORTING INDIGENOUS SMALL-NUMBERED PEOPLES OF THE NORTH AT COP30

Representatives from ALROSA and the Association of Indigenous Small-Numbered Peoples of the North of the Republic of Sakha (Yakutia) participated in a session of the UN Global Compact Network Russia, organised in conjunction with the 30th UN Climate Change Conference (COP30). The session focused on the challenges and prospects for the sustainable development of indigenous peoples within the climate agenda.

During the session, ALROSA shared its experience in social engagement with the small-numbered peoples. The presentation highlighted specific support measures for reindeer herding, traditional occupations and crafts of the small-numbered peoples of the North of Yakutia, as well as efforts to preserve biodiversity.



The annual tripartite agreements that ALROSA concludes at the level of the Republic of Sakha (Yakutia) are an integral part of the corporate Indigenous Peoples Engagement Policy. The reporting year saw the Company make a new Cooperation Agreement with the Government of the Republic of Sakha (Yakutia) and the Association of Indigenous Small-Numbered Peoples of the North of the Republic of Sakha (Yakutia). The cooperation is aimed at creating conditions for the preservation of languages, cultural heritage and sustainable development of ethno-cultural traditions of indigenous small-numbered peoples of the North.

In the reporting year, financing under the agreement amounted to more than RUB 10 million. The funds were allocated to projects and events in various areas:

- publication of books such as Monuments of the Ethnic Culture of the Indigenous Small-Numbered Peoples of the North, Siberia and the Far East, Evenks’ Personal Names, Under the Light of the Taiga Constellation: Preserving the Heritage of Ancestors, the catalogue Material Culture of the

Indigenous Small-Numbered Peoples of the North of Yakutia and the school dictionary Russian-Tundra Yukaghir Dictionary;

- organisation of republic-wide competitions, national festivals including Nomads of the North — 2025, Sinilgen, etc., the Young Suglan event, anniversary celebrations, and master exhibitions;
- support for cultural events organised by ethnic public associations in Yakutia, aimed at promoting the culture and traditions of the small-numbered peoples of the North;
- support for elders and traditional livelihoods, organisation of seminars and consultations for communities;
- Kyndykan Foundation’s projects to promote culture through creative and digital solutions.

The Company annually participates in traditional national festivals, sports events and other events that contribute to the preservation of the cultural heritage of the peoples and finances them.

Activities to protect the culture and traditions of indigenous small-numbered peoples of the North in 2025

PROJECT	DESCRIPTION	2025 RESULTS
Reindeer Herders’ Day and Ysyakh RUB 3 million	The Company’s delegations regularly attend festive events and award prizes to the winners of contests and sports competitions in the Diamond Province uluses	The Company’s delegations attended festive events and awarded prizes
Sports competitions RUB 9 million	As part of its collaboration with regional funds for socio-economic development / physical education and sports development, ALROSA helps facilitate sporting competitions	Support was provided in organising the following events: • the N. N. Tarsky Individual and Team Freestyle Wrestling Championship of the Republic of Sakha (Yakutia) • the XXII Spartakiad of National Sports “Manchaara Games” • The D. P. Korkin International Freestyle Wrestling Tournament
Promoting culture and traditions RUB 2.2 million	The ALROSA Culture and Sports Complex holds events that are important for the cultural and sports life of Yakutia, and in particular for the indigenous small-numbered peoples of the North, and are aimed at the entire population of the Republic of Sakha (Yakutia)	Support was provided for the conduct of the Tuoi Khaya Republican Festival-Competition of Yakut Pop Singers, including an allocation of RUB 1 million to the general prize fund



Procurement from local suppliers

GRI 14.9.1

PROCUREMENT MANAGEMENT

ALROSA’s procurement activity is an important tool for sustainable development of the regions of presence. The Company supports business activity in the regions by purchasing from Russian suppliers, including suppliers and small and medium-sized enterprises (SMEs) in the regions of operations.

The Company's key procurement principles are set forth in the [Procurement Regulations](#)¹ and [Code of Business Ethics for Partners of ALROSA Group](#)². The Regulations were updated in 2025, and the Code of Business Ethics for Partners of ALROSA Group replaced the previously existing PJSC ALROSA Suppliers Business Ethics Code, expanding the Company's requirements for its counterparties. The new Code establishes business conduct standards that ALROSA expects from its employees and partners, while also codifying requirements regarding human rights compliance and environmental protection.

 For more information on the Code of Business Ethics for Partners of ALROSA Group, see the [Principles of interaction with counterparties on business ethics issues](#).

Key changes to ALROSA's procurement policy following the update of the Procurement Regulations are aimed at further strengthening supply chain resilience, deepening import substitution, and creating more favourable conditions for collaboration with qualified suppliers:

- **Transition to uniform national regime rules.** In accordance with the reform of Russian procurement legislation, the section of the Regulations concerning support for Russian goods has been brought into compliance with new Article 3.1-4 of Federal Law No. 223-FZ, which regulates the application of the national regime in procurement. The revised mechanism moves away from indirect price adjustments, instead applying direct regulatory measures. These include prohibitions, restrictions, and preferences established by regulations of the Government of the Russian Federation. This approach renders the Company's import substitution and technological sovereignty support policies more targeted, effective, and transparent for all participants in procurement procedures.
- **Implementation of contracts with reciprocal investment commitments.** The Regulations introduce a new mechanism for entering into long-term contracts. It incentivises the establishment or upgrade of production facilities within Russia against guaranteed orders from ALROSA Group.

Applying this tool facilitates the localisation of strategically important product lines and enhances the industrial potential of the regions of operations.

- **Development of pre-qualification mechanisms.** In addition to the SME partnership programme, the Company has established pre-qualification as a distinct procedure separate from procurement. This enables a consistent pipeline of reliable counterparties (including under approved SME development programmes) and the ability to run limited-participation tenders for them. The goal of the innovation is to improve the quality and reliability of suppliers, as well as reduce administrative costs at the stage of procurement procedures.

Procurement processes are coordinated by the Procurement Centre, through which more than 80% of the Company's purchases are centrally implemented.

During the reporting year, ALROSA focused on two key areas to enhance procurement efficiency: the implementation of artificial intelligence and the creation of a unified digital ecosystem. This ecosystem integrates data on inventory levels, sales plans, budgets, and market prices in real time, making it accessible to all process participants. This capability has enabled the shift to predictive analytics for demand, inventory, and market prices, alongside automated reporting. In addition, the Company continues to support its existing information systems and digital platforms.



Measures to improve procurement efficiency

MEASURE	PROGRESS FOR 2025
Comprehensive measures to optimise procurement timelines	• Increased use of framework agreements with suppliers has accelerated the supply of production needs by reducing the time required for procurement procedures • Simplification of internal approval processes
Logistical route optimisation	• Delivery terms to end consumers have been revised, and routes between intermediate storage depots have been reduced • Restrictions on specific cargo types for transport via seasonal winter roads have been revised to extend delivery windows and enhance supply reliability for remote production sites
Work with suppliers to optimise procurement conditions	• Systematic engagement with counterparties to reduce shipment lead times
Import substitution programme	• Identification of domestic alternatives for components used in existing equipment • Pilot testing of equipment; for solutions lacking domestic equivalents, reverse engineering mechanisms have been deployed to recreate critical components using Russian manufacturing facilities
Update of category strategies	• Development and implementation of updated category strategies for key product groups to improve inventory management and cost efficiency (incl. oversized tyres, industrial lighting, household appliances and equipment, industrial and office furniture)

¹ Local suppliers are those registered and operating in the region of registration of PJSC ALROSA or its subsidiaries (Yakutia, Arkhangelsk Region, Altai Territory, Smolensk Region, etc.). For subsidiaries registered and operating abroad, all suppliers operating in the country of registration of the subsidiaries are considered local.
² According to the classification of counterparties in the Unified Register of Small and Medium-Sized Enterprises from the website of the Federal Tax Service <https://rmsp.nalog.ru/>.



WHAT ALROSA IS PROUD OF

ALROSA AS AN EXPERT CENTRE: BUILDING A TRANSPARENT ENVIRONMENT FOR SME ENGAGEMENT

In 2025 ALROSA arranged a large-scale online workshop together with JSC EETP, JSC SME Corporation and the Ministry of Entrepreneurship, Trade and Tourism of the Republic of Sakha (Yakutia). The event was part of ALROSA's long-term strategy of cooperation with development institutions and was aimed at assisting businesses in adapting to legislative changes and market conditions amidst sanctions.



COUNTERPARTY SCREENINGS

GRI 308-1	GRI 308-2	GRI 414-1	GRI 414-2
GRI 14.17.9	GRI 14.17.10	GRI 14.18.3	GRI 14.19.3

In conducting its procurement activities, the Company adheres to legislative norms and principles established in its corporate documents. For ALROSA Group, a key priority remains compliance with occupational health and safety standards, as well as labour and migration laws, and requirements regarding natural resource management and environmental protection.

In 2025 1,334 suppliers underwent an assessment by the security service for compliance with environmental legislation and social criteria as part of PJSC ALROSA procurement procedures. No counterparties with significant negative environmental or social impacts have been identified following these inspections.

Participants in procurement procedures voluntarily complete an ESG questionnaire when submitting their tender applications. As of the end of 2025, 1,017 suppliers of PJSC ALROSA had completed the ESG practice questionnaire, representing 29% of the total number of active suppliers. This figure includes 296 new counterparties identified through procurement activities during the reporting year, an increase of 3 p.p. compared to 2024.

2025 RESULTS

GRI 204-1	GRI 14.9.5
-----------	------------

In 2025 the Company continued to increase purchases from Russian suppliers—to 99.9% compared to 99.6% in 2024¹. The share of purchases from local suppliers rose by 14 p.p. to 42%. The increase in the volume of purchases from Russian suppliers is attributed to the extension of

Local suppliers
accounted for

42%²

of ALROSA's total procure-
ment volume in 2025

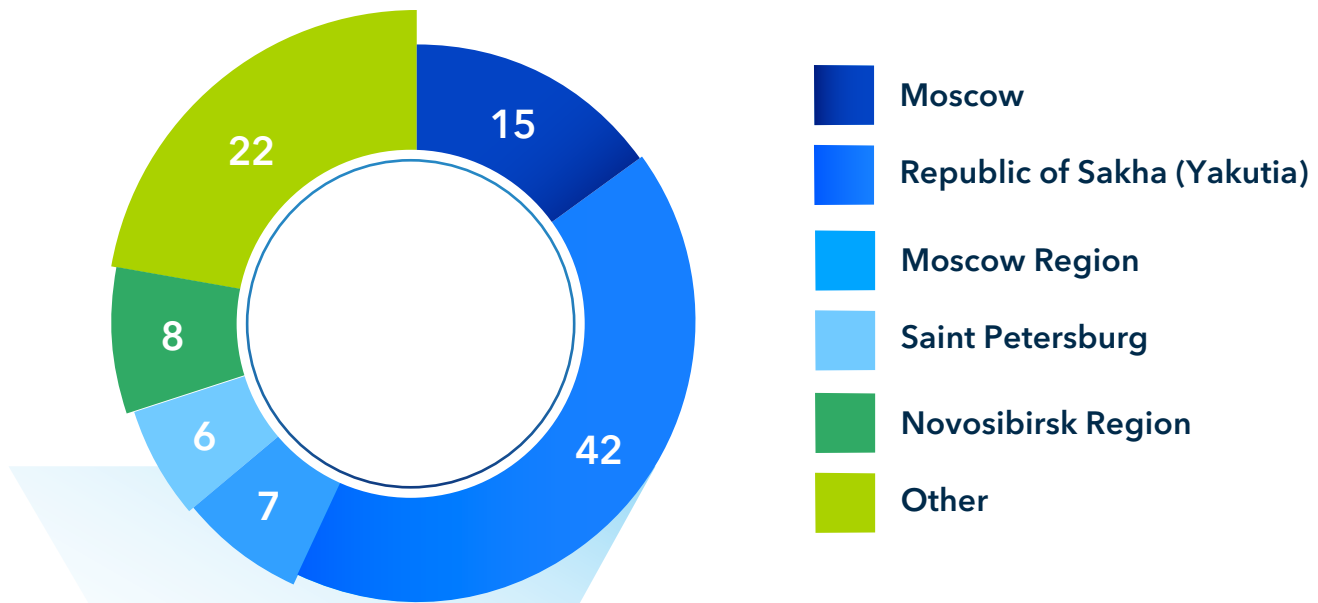
long-term agreements with subsidiaries for the new reporting period to ensure uninterrupted core production processes.

ALROSA consistently fosters long-term relationships with suppliers that are small and medium-sized enterprises (SMEs) through a dedicated Partnership Programme. The key element of the initiative is comprehensive information support for SMEs, including timely notification of business assistance measures implemented by JSC SME Corporation and JSC SME Bank. In the reporting year, the number of SMEs in the programme register was 58.

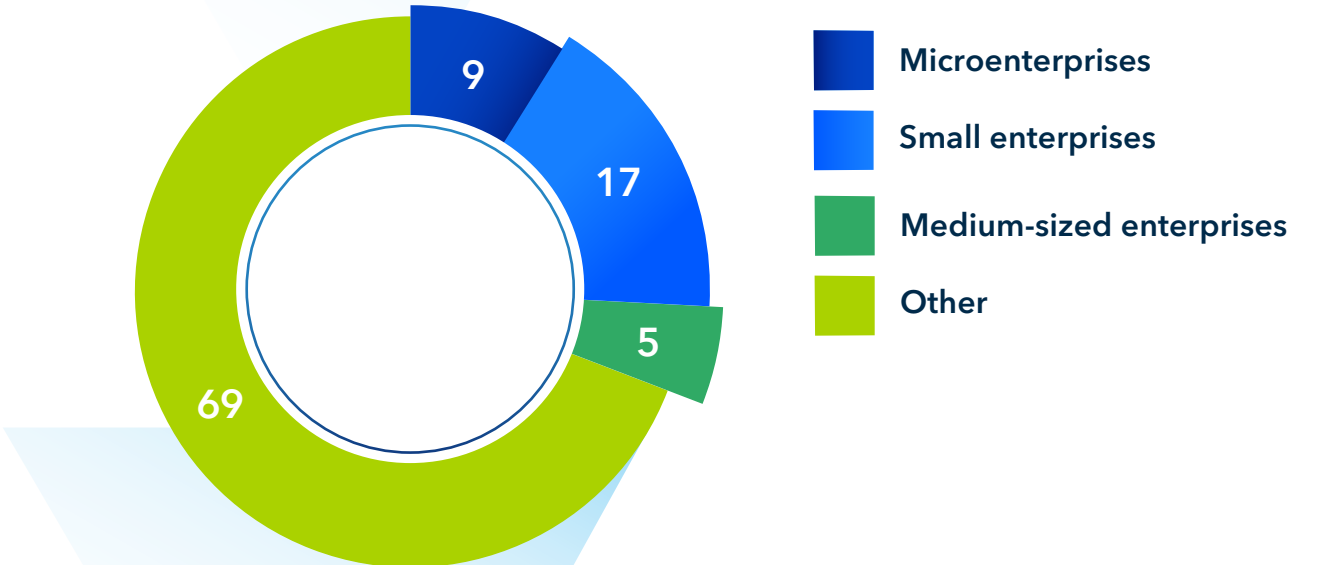
A significant portion of ALROSA's SME support activities is focused on training suppliers on compliance with national legislation, specifically Federal Law No. 223-FZ "On the Procurement of Goods, Works and Services by Certain Types of Legal Entities". The Company organises specialised workshops, often in collaboration with other state-owned companies, with the support of JSC SME Corporation. Additionally, SME Bank informs participants about available support measures, including lending on preferential terms and access to guarantees, which significantly expand the financial capabilities of SMEs.

An important direction of the programme involves consultancy on gaining entry into state registries. Experts assist suppliers in getting ready for inclusion in the relevant

Top 5 regions by procurement volume in monetary terms in 2025¹, %



Breakdown of suppliers by procurement volume in monetary terms in 2025, %



databases, including when preparing to sign offset agreements.

Furthermore, ALROSA annually conducts a selection of innovative solutions among SMEs for inclusion in its own Registry of Innovative Products. This tool enables SMEs to test their developments and subsequently integrate them into the Company's production processes. Thus, the programme not only supports the existing SME business but also stimulates the adoption of innovations, facilitating long-term, mutually beneficial cooperation.

SMEs accounted
for

31%

of ALROSA's total
procurement volume
in 2025

PBCS 66

¹ The indicator is calculated based on the procurement volume in monetary terms.

² Both in monetary terms and by the number of transactions.



WHAT ALROSA IS PROUD OF

SUPPORT FOR DOMESTIC MANUFACTURERS

In 2025 ALROSA Group, in partnership with JSC SME Corporation, continued the implementation of the Supplier Development ("Fostering") Programme. The primary objective of the initiative is to provide methodological assistance to domestic manufacturers in including their products in the Registry of Russian Industrial Products. As part of the programme, Company experts conducted in-depth consultations for manufacturers and organised two selection rounds for SMEs across product categories critical to the Company's operations.

Cooperation agreements have been signed with selected participants, and individual development roadmaps have been established. Through these plans, suppliers will be able to adapt their production cycles to ALROSA's high corporate standards and ensure consistently high product quality by implementing modern production technologies and control systems. This approach guarantees suppliers long-term sales, creating opportunities to attract investment and expand production capacity to meet the Company's guaranteed orders.

Thanks to the programme, ALROSA will secure reliable local supply sources as part of its import substitution strategy, while domestic manufacturers will gain a stable platform for growth and technological advancement.



In 2026, ALROSA Group plans to further develop its supply system, focusing on enhancing operational efficiency and transitioning to advanced standards. Key priorities include:

- developing category management to transition from one-off purchases to long-term supply contracts and optimise inventory levels;
- developing pre-qualification tools to enhance supply chain reliability, building a pool of verified counterparties possessing the necessary resources and competencies;
- digital transformation and import substitution, including full automation of the procurement cycle and the integration of adjacent business processes based on Russian software solutions.



WHAT ALROSA IS PROUD OF

ALROSA AS AN EXPERT CENTRE: BUILDING A TRANSPARENT ENVIRONMENT FOR SME ENGAGEMENT

In 2025 ALROSA arranged a large-scale online workshop together with JSC EETP, JSC SME Corporation and the Ministry of Entrepreneurship, Trade and Tourism of the Republic of Sakha (Yakutia). The event was part of ALROSA's long-term strategy of cooperation with development institutions and was aimed at assisting businesses in adapting to legislative changes and market conditions amidst sanctions.

During the workshop, ALROSA experts provided clarifications on the application of updated national legislation and outlined a step-by-step algorithm for participating in procurement procedures. Real-life examples of tender submissions were also analysed to help mitigate the risk of rejection on formal grounds. Participants had the opportunity to ask questions in real time regarding logistics, import substitution, and financial support instruments. The event covered most constituent entities of the Russian Federation, with a specific focus on ALROSA's regions of operations, stretching from Smolensk to the Republic of Sakha (Yakutia), and attracted approximately 100 participants.

The workshop reinforced ALROSA's status as an expert centre setting standards for interaction with SMEs. The direct dialogue between the buyer and the business community enabled the Company to promptly communicate its needs and present support measures offered by JSC SME Corporation. Looking ahead, ALROSA, in partnership with JSC EETP, plans to develop a digital system to facilitate real-time dialogue with the market and provide direct feedback from procurement participants. This initiative is expected to optimise the search for strategic partners and enhance the efficiency of interaction with the business community.



Next steps

Plans under the 2029 ALROSA Group sustainability programme

	TARGET	2026 PLANS
C1 Ensuring the social well-being of the regions of operations	Ensuring timely 100% fulfilment of obligations under targeted financing agreements with the regions of operations within the framework of socio-economic cooperation	Full delivery on commitments
	Maintaining the volume of investments in regional development, maintenance of own social facilities, charity and sponsorship	
	Ensuring financing for projects to maintain the social infrastructure of Company towns and settlements, participating in the implementation of projects for the construction of large infrastructure facilities in cities and regions of operations	Maintain the level of investment, taking into account the Company's financial position
C2 Supporting indigenous peoples	Implementing at least five projects and initiatives aimed at support and promotion of the well-being of indigenous peoples in the regions of operations	• Sign an agreement with the Association of Indigenous Small-Numbered Peoples of the North, as well as agreements on socio-economic development and cooperation with uluses • Provide financial support to municipalities and tribal communities, including backing reindeer herding and traditional hunting activities • Participate in traditional national holidays
C3 Contributing to local purchasing	Ensuring annual purchases from local suppliers registered and operating in the regions of ALROSA Group operation	• The Company will continue to expand its supplier development practices and conclude offset agreements, thereby ensuring demand for domestic enterprises and contributing to the development of its regions of operations



APPENDICES

About the Report and materiality 190

Independent Practitioner’s Assurance Report 192

Public Assurance Report 193

GRI Content Index 194

Compliance with the principles of the UN Global Compact 213

IFRS S1 General requirements for disclosures of sustainability-related financial information content index 214

IFRS S2 Climate-related disclosures content index 216

SASB content index 219

Public Business Capital Reporting 222

Additional indicators 229

Key external and internal stakeholders whom regular interaction is performed 237

Key sustainability-related risks and opportunities of ALROSA 239

Abbreviations 245

Contacts 247



TRUST
AT THE FOUNDATION
OF EFFECTIVE
COOPERATION





About the Report and materiality

GRI 2-3

GRI 2-14

The Sustainability Report 2025 (hereinafter the Report) is the 15th annual non-financial report of ALROSA Group that contains information on the Company’s sustainability principles, objectives, results, and plans. The Report is publicly available on the Company’s official website and is aimed at a wide range of stakeholders.

The Sustainability Working Group is responsible for preparing the Report. It implements the ALROSA Group's Sustainable Development Programme for 2025-2029 and reviews draft internal regulatory documents of PJSC ALROSA subject to approval as part of the Programme's implementation. Information on all areas is provided by the Company's responsible divisions, and its accuracy is confirmed through an independent assurance process. The information presented in the Report complies with key quality assurance principles: timeliness, balance, accuracy, clarity, comparability, and verifiability.

This Report was published in July 2026. It was approved by the Supervisory Board on 23 July 2026. The previous Report was published in Q3 2025.

APPROACH TO PREPARING THE REPORT

The Sustainability Report 2025 was prepared based on the following Russian and international requirements and recommendations for non-financial reporting:

- UN Guiding Principles on Business and Human Rights;
- Global Reporting Initiative sustainability reporting standards

(GRI Standards), including the requirements of GRI 14: Mining Sector 2024. “With reference” GRI Standards application option;

- SASB Metals & Mining Standard;
- IFRS Sustainability Disclosure Standards (IFRS S1 and S2);
- Government Decree No. 2230 dated 30 December 2025 “On the Public Business Capital Standard”.

Compliance tables for these documents are given in the Appendices to this Report.

When preparing this Report, the Company was also guided by the principles of the UN Global Compact, the recommendations of the Bank of Russia regarding the disclosure of sustainability information, and best practices in non-financial reporting.

GRI 2-4

During the preparation of the Report, the collection and calculation methods for certain indicators were refined, inaccuracies were eliminated and the data consolidation perimeter was expanded. Therefore, some indicators disclosed in previous non-financial reports were revised. In case of changes in the wording and adjustment of indicators, information on the corresponding change or adjustment is indicated in the text of the Report.

To avoid duplication of information, the Report, in certain instances, contains references to other sections of the Report, to publicly available documents of ALROSA, and to previous non-financial reports.

SCOPE OF THE REPORT

The terms “ALROSA Group”, “ALROSA”, “the Company” in this Report refer to PJSC ALROSA and its 29 subsidiaries and affiliates.

GRI 2-3

This scope is as close as possible to the set of organisations in accordance with the scope of consolidated International Financial Reporting Standards (IFRS) reporting.

This Report covers the period from 1 January to 31 December 2025, with some material sustainability events disclosed for QI-II 2026. The financial information in the Report complies with International Financial Reporting Standards (IFRS). The reporting periods of the non-financial and financial statements coincide.

EXTERNAL ASSURANCE

GRI 2-5

To confirm the reliability of the information and to ensure proper quality, consistency, accuracy, and comparability of the data, the Report was subject to an external limited assurance engagement, including the verification of the Report’s compliance with the declared GRI application option.

External assurance is performed in accordance with the order of the CEO—Chairman of the Executive Committee to prepare the Sustainability Report. The external assurance provider for non-financial reporting is determined taking into account the opinion of the Sustainability Working Group as part of the procurement procedure.

In 2026, the external assurance procedure for the Sustainability Report for 2025 was performed by LLC FBK in accordance with International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information, and expressed limited assurance.

 The independent practitioner’s assurance report is presented in the respective [Appendix](#).

PUBLIC ASSURANCE OF THE REPORT

As part of the public assurance procedure, the Council of the Russian Union of Industrialists and Entrepreneurs on Non-Financial Reporting, Indices and Ratings of Sustainable Development (hereinafter – the Council) reviewed the Sustainability Report of the ALROSA Group for 2025. The Council confirmed that the Report contains significant information on the main areas of responsible business practice in accordance with the principles of the Social Charter of Russian Business and provides a sufficiently comprehensive disclosure of the Company’s activities in these areas.

The Company has taken into account a number of recommendations in the current Report and plans to take the recommendations into consideration in full when compiling the report for the next reporting periods.

 The certificate of public assurance of the corporate non-financial report is provided in the corresponding [Appendix](#).

DETERMINING MATERIAL TOPICS

GRI 3-1

ALROSA’s approach to determining material topics is based on three unchanging components:

- the materiality of each topic is determined in terms of the Company’s impacts on the economy, environment, and people;
- the Company’s positive and negative impacts within each topic are considered;
- when assessing the significance of impacts, relevant experts, including rating agencies and sustainability experts, are engaged.

STEPS TO DETERMINE MATERIAL TOPICS

STEP 1. Longlist of topics

The Company analyses the maximum number of sources and compiles a longlist of topics, considering its actual and potential impacts on the economy, environment, and people. ALROSA takes into account applicable non-financial disclosure standards, regulatory requirements, ESG rating methodologies, and the results of a benchmark analysis of topics material to the mining sector. As each subsequent source is analysed, new topics are added to the list. The scores for each topic are summed up, and ultimately normalised to ensure that external and internal sources are of equal weight, regardless of their number.

Step 1 resulted in 54 topics being determined.

STEP 2. Shortlist of topics

Following the compilation of the longlist of topics, the Company evaluates the results, eliminates topics with scores below the median, merges related topics, and refines the wording to prepare a shortlist of topics. Additionally, at this stage, ALROSA notes the inclusion of the specific topic in the GRI 14 Sector Standard, given its relevance to the Company’s operations.

For each topic, the Company provides examples of positive and negative impacts on its regions of operation—both actual and potential, arising from the specifics of the ALROSA’s activities.

Step 2 resulted in 17 topics being shortlisted.

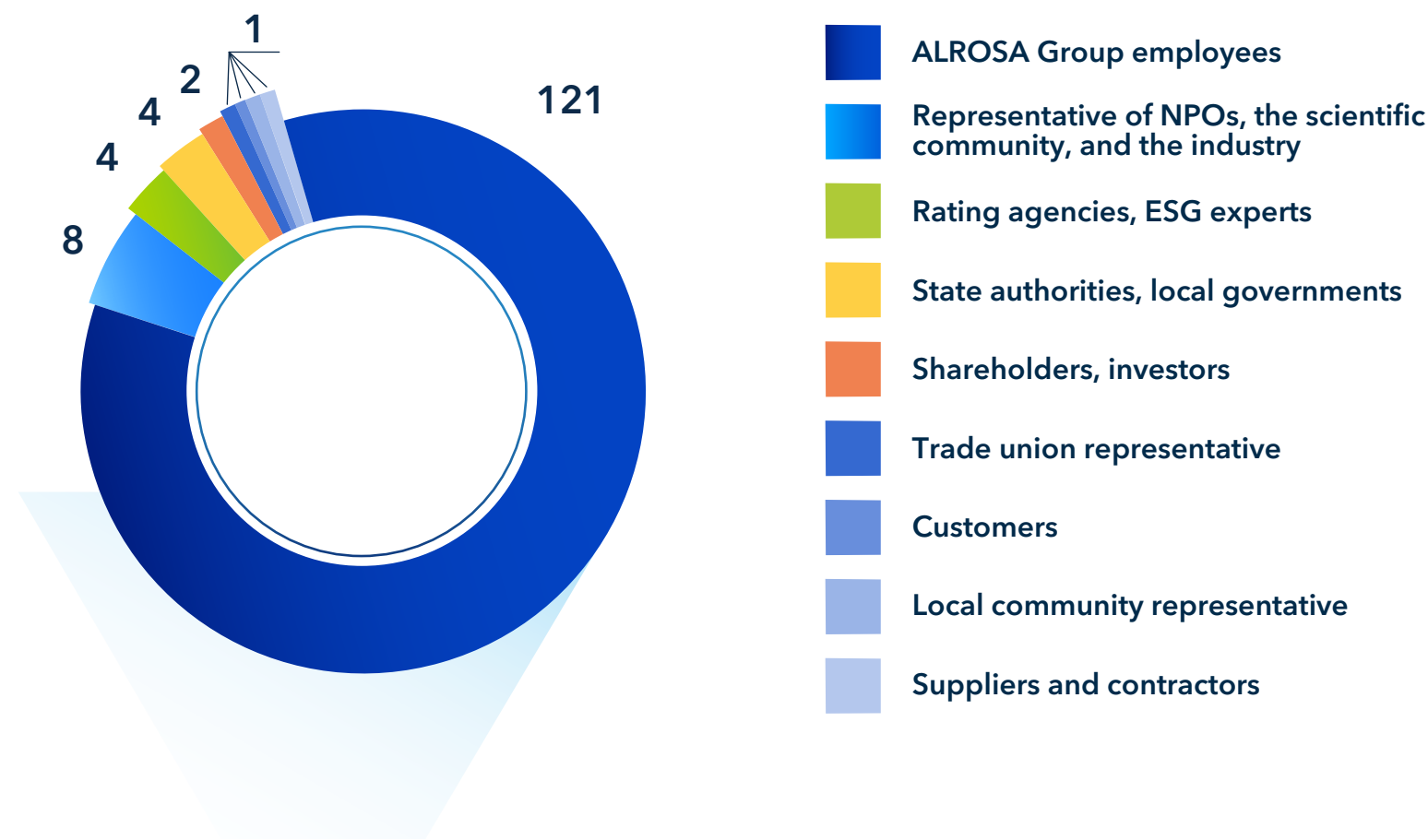
STEP 3. Stakeholder survey

Based on the shortlist of topics, ALROSA conducts an open survey of stakeholders. In 2025 the survey was published on the Company’s website and social media, while a separate mailing was organised for employees. The purpose of the survey is to identify topics that are the most significant for certain groups of stakeholders.

Stakeholders assessed the proposed topics on a five-point scale, and could additionally indicate material topics and impacts that, in their opinion, are relevant to the Company. All proposals of the survey participants were either correlated with the existing topics or disclosed additionally in the Report.

143 respondents from nine stakeholder groups took part in the survey. Most of the survey participants are employees of ALROSA Group entities.

Breakdown of respondents by stakeholder group



In the Report for 2025, the final score for each topic was determined as the maximum score for positive or negative impacts, depending on which impact had the higher average score.

Step 3 resulted in each shortlisted topic being scored.

STEP 4. Final list of material topics

At the fourth stage, the topics are ranked based on their final scores and divided into three priority groups. The first and second priority topics are considered material and are disclosed in detail in the Report, while other topics are also addressed throughout the thematic sections.

The Sustainability Working Group approved the final list of material topics.

Step 4 resulted in 12 topics being included in the final list.

In 2025 the topic of “Quality of Corporate Governance” was relegated to the third priority group based on the results of a stakeholder survey and ceased to be material.

GRI 3-2

Material topics for 2025

PRIORITY	TOPIC	CHANGE VS. 2024
Priority 1	Occupational health and safety	=
	Stakeholder engagement	^
	Biodiversity and land resources	^
	Compliance with laws and business ethics principles	=
	Development of the regions of operations and interaction with local communities	^
Priority 2	Economic performance	✓
	Tailings dam operation	^
	Employee training and development	✓
	Decent working conditions	✓
	Respect for human rights and non-discrimination	✓
	Climate change and GHG emissions	^
	Water management	=
Priority 3	Quality of corporate governance	✓
	Ensuring responsible supply chains	=
	Energy consumption and energy efficiency	=
	Air emissions	=
	Industrial waste management	=

- = Priority remained unchanged
- ^ Priority increased
- ✓ Priority decreased

Independent Practitioner’s Assurance Report



Independent Practitioner’s Limited Assurance Report [Translation from Russian original]

To Public Joint Stock Company «ALROSA»

We have undertaken a limited assurance engagement of the accompanying 2025 ALROSA Group Sustainability Report (hereinafter referred to as the Report).

Responsibility of Public Joint Stock Company «ALROSA»

Public Joint Stock Company «ALROSA» (hereinafter referred to as PJSC «ALROSA») is responsible for preparation of the Report in compliance with the applicable criteria: requirements of GRI Sustainability Reporting Standards to the report prepared with reference to the GRI Sustainability Reporting Standards, as specified in the GRI content index included into the Report (hereinafter referred to as Applicable Criteria).

This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error, selection of applicable acts for the Report preparation; development of internal documents and calculation methods for the purposes of preparing the Report; prevention and detection of fraud; maintenance of sufficient documentation in relation to the information included in the Report.

Our Independence and Quality Management

We have complied with the ethical and independence requirements, that are relevant to our engagement in the Russian Federation, including requirements of the Rules of Independence of Auditors and Audit Organizations and the Code of Professional Ethics for Auditors, as well as in the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires our firm to design, implement and operate a system of quality management, which is supported by policy or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on compliance of the Report with the Applicable Criteria based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the Report is free from material misstatement.

A limited assurance engagement undertaken in accordance with this standard involves assessing the suitability in the circumstances of PJSC «ALROSA» use of Applicable Criteria as the basis for the preparation

of the Report, assessing the risks of material misstatement of the Report whether due to fraud or error, responding to assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Report.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Procedures

The procedures we performed were based on our professional judgment and included inquiries, inspections of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we have undertaken the following activities:

- Interviewing the management and employees of PJSC «ALROSA» and obtaining documentary evidence.
- Study of information available on the websites of ALROSA Group companies related to their activities in the context of sustainable development.
- Study of public statements of third parties concerning economic, environmental and social aspects of ALROSA Group activities, in order to check the validity of the declarations made in the Report.
- Analysis of non-financial reports of comparable companies for benchmarking purposes.
- Study of the existing processes of collection, processing, documenting, verification, analysis and selection of data to be included into the Report.
- Selective review of documents and data on the performance of the economic, environmental and social impact management systems in ALROSA Group companies.
- Assessment of conformity of reporting of general disclosures and disclosures on material topics which are referenced in the GRI content index included into the Report to the requirements of applicable GRI Sustainability Reporting Standards.
- Assessment of conformity of the information reported on general disclosures and disclosures on material topics, which is referenced or disclosed in the GRI content index included into the Report, with the documents provided to us, including external and internal reporting documents.
- Analysis of the Report for compliance with the Applicable Criteria.

The procedures were performed exclusively in relation to data for the year ended 31 December 2025. The procedures were not performed in relation to any other information disclosed in the Report including compliance statements not related to the Applicable Criteria.

The procedures were not performed in relation to forward-looking statements; statements expressing the opinions, beliefs and intentions of PJSC «ALROSA» as the parent company of ALROSA Group to take any action related to the future; as well as statements based on expert opinion.

The procedures were performed in relation to the Russian version of the Report that:

- is subject to be approved by Supervisory Board of PJSC «ALROSA»;
- contains information to be published by the date specified in the GRI 2-3 Disclosure;
- is the version of the Report regarding which GRI is to be notified on the use of the GRI Sustainability Reporting Standards in the report preparation.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about compliance of the Report, in all material respects, with the Applicable Criteria.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Limited Assurance Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Report has not complied, in all material respects, with the Applicable Criteria.

Restriction on Use

Information in the Report prepared in compliance with the Applicable Criteria is intended solely for the Report users' purposes and as a result may not be suitable for other parties or other purposes. Our assurance report is intended for PJSC «ALROSA».

Engagement partner
on the limited assurance engagement
resulting in this report
acts on behalf of the audit company
under Power of Attorney
No. 67/26 of June 03, 2026

Vladimir Yulianovich Skobarev
(Auditor’s main registration number 21606080523)

Date of the limited assurance report «10» July 2026	
	
Organization Details	Audit Organization Details
Name: Public Joint Stock Company «ALROSA» (PJSC «ALROSA»).	Name: FBK, LLC.
Address of the legal entity within its location: 6 Lenin St, Mirny, Republic of Sakha (Yakutia), 678175.	Address of the legal entity within its location: 44 Myasnitskaya St, Bldg 2, Moscow, 101000.
The registration entry was made in the Unified State Register of Legal Entities on 17 July 2002 under primary state registration number 1021400967092.	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 11506030481.



Public Assurance Report



GRI Content Index

Statement of use

ALROSA Group has reported the information cited in this GRI content index for the period from 1 January to 31 December 2025 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

DISCLOSURE	SECTION		COMMENTS
1. The organisation and its reporting practices	GRI 2: General Disclosures 2021	2-1. Organisational details	ALROSA at a glance, p. 5 Business model, p. 7 Contacts, p. 247
			The significant region of operations is the Russian Federation. For some disclosures there is an additional breakdown by regions where key assets are located (the Republic of Sakha (Yakutia), the Arkhangelsk Region, the Smolensk Region, St. Petersburg). Form of ownership – mixed Russian ownership with stakes of federal and constituent entities of the Russian Federation. The key shareholders are the Russian Federation (33% of shares) and the Republic of Sakha (Yakutia) (25% of shares). A distinctive feature of ALROSA management is the participation of indigenous peoples in strategic decision-making: the governments of uluses (districts) of the Republic of Sakha (Yakutia) account for 8% of the Company's share capital.
			For more details, see the Disclosed Annual Financial Statements and Independent Auditor's Report as of 31 December 2025.
		2-2. Entities included in the organisation's sustainability reporting	—
		2-3. Reporting period, frequency and contact point	About the Report and materiality, p. 190 Contacts, p. 190
		2-4. Restatements of information	About the Report and materiality, p. 190
		2-5. External assurance	About the Report and materiality, p. 190
			The Chief Executive Officer — Chairman of the Executive Committee annually approves the order for the preparation of the Sustainability Report, which, among other things, stipulates the provisions for external assurance of the Report

DISCLOSURE

DISCLOSURE		SECTION		COMMENTS
2. Activities and workers	GRI 2: General Disclosures 2021	2-6. Activities, value chain and other business relationships	Business model, p. 7	
		2-7. Employees	Headcount and personnel, p. 76 Additional indicators, p. 229	The Company does not have any employment contracts that do not guarantee the completion and payment of a certain number of working hours. The information on the headcount in existing breakdowns is consolidated at the level of PJSC ALROSA
		2-8. Workers who are not employees	GRI content index	The main types of work are performed by employees of ALROSA Group companies. As of 31 December 2025, the number of persons working on the basis of civil-law contracts in the ALROSA Group was 7 people. The average headcount of contractors controlled by the Company in 2025 was 1,754 employees
3. Governance	GRI 2: General Disclosures 2021	2-9. Governance structure and composition	Sustainability management system, p. 17	
		2-10. Nomination and selection of the highest governance body	GRI content index	The Supervisory Board consists of 15 members elected by the General Meeting of Shareholders by cumulative voting for a term up to the next annual General Meeting of Shareholders. A member of the Supervisory Board must inform the Board of having an interest in the Company entering into a transaction in the event of a potential conflict of interest. For more information on the procedure for election, the rights and duties of the Supervisory Board members, the rules of election and work of members of the Committees of the Supervisory Board, see the corporate documents section on the Company's website
		2-11. Chair of the highest governance body	GRI content index	The Chairman of the Supervisory Board is not an executive director. For more information on the rights, duties and responsibilities of the Chairman of the Supervisory Board, see the Regulations on the Supervisory Board of PJSC ALROSA ¹
		2-12. Role of the highest corporate governance body in overseeing the management of impacts	Sustainability management system, p. 17	
		2-13. Delegation of responsibility for managing impacts	Sustainability management system, p. 19	Meetings and absentee voting of the Supervisory Board are held in accordance with the approved Work Plan and as needed, generally at least once every two months. Members of the Executive Committee, the Revision Commission, Company employees and other persons on the list approved by the Chairman of the Supervisory Board may be invited to meetings of the Supervisory Board. For more information on the participation of members of the Executive Committee, the Revision Commission and Company employees in meetings of the Supervisory Board, see the Regulations on the Supervisory Board of PJSC ALROSA ¹
		2-14. Role of the highest corporate governance body in sustainability reporting	Sustainability management system, p. 17 About the Report and materiality, p. 190	The Sustainability Report 2025, which has been independently assured, is subject to approval by the Supervisory Board
		2-15. Conflicts of interest	Business ethics and anti-corruption, p. 41	For more information about the Company's approach to managing conflicts of interest, see the Regulations on the Supervisory Board of PJSC ALROSA ¹ . The information about the conflicts of interest is not disclosed to stakeholders

¹ The link to the new version of the Regulations on the Supervisory Board of PJSC ALROSA approved by the General Meeting of Shareholders on 23 May 2025. This document is only available in Russian.

DISCLOSURE

3. Governance
(continue)

GRI 2: General Disclosures 2021	2-16. Communication of critical concerns	Sustainability management system, p. 19	Critical concerns are communicated to the Supervisory Board by means of prompt distribution of the latest data and preparation of reports on relevant issues
	2-17. Collective knowledge of the highest governance body	Sustainability management system, p. 17	To extend and improve the industry knowledge of the Supervisory Board members, develop their professional skills and ensure that they perform their functions and duties properly, the Company supports the training and professional development of the Supervisory Board members in accordance with individual development programmes. For more information on the principles and approaches to organising the training and professional development of the Supervisory Board members, see Appendix 3 to the Regulations on Supervisory Board Evaluation of PJSC ALROSA¹. The Committees of the Supervisory Board, the Chief Executive Officer — Chairman of the Executive Committee and the Executive Committee are regularly informed of current sustainability issues and consider these issues within their authority
	2-18. Evaluation of the performance of the highest governance body	GRI content index	Self-assessment of the Company's Supervisory Board and its committees is performed on an annual basis. The 2025 assessment concludes that the Supervisory Board's performance is highly effective. In 2025 the overall average performance assessment was 3.98 out of 4 (remained at the level of the assessment performed for the Company in 2024 by an external organisation). Recommendations on how to further improve the Supervisory Board's performance were considered by the HR and Remuneration Committee and the Supervisory Board. For more information on the assessment of the Supervisory Board and its Committees in terms of their performance in 2025, see the Company's 2025 Annual Report and the Regulations on Supervisory Board Evaluation of PJSC ALROSA
	2-19. Remuneration policies	Sustainability management system, p. 19, 21	Remuneration to the Supervisory Board members 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 or a senior independent director, as well as for chairmanship and/or membership in the Committees of the Supervisory Board (additional remuneration). There are no other forms of remuneration. For remuneration policy of the Supervisory Board, see the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA¹. The Company also has Regulations on the Long-Term Bonus Programme for Managers. The long-term incentive programme is based on growth in shareholder returns. Members of the collegial executive body, heads of subsidiaries, divisions and other employees whose activities have a significant impact on production and financial performance, and growth in shareholder value may participate in the Programme. For more information on the remuneration of members of the Supervisory Board and members of the executive body, see the Company's 2025 Annual Report and the Report on the Equity Securities of PJSC ALROSA for the 12 months of 2025
	2-20. Process to determine remuneration	GRI content index	The Company's Department of Remuneration and Organisational Design Methodology calculates the total forecast amount of remuneration to be paid to the Supervisory Board members. For information on determining the remuneration of members of the Supervisory Board and members of the executive body, see the Company's 2025 Annual Report and the Regulations on Remuneration of Members of the Supervisory Board of PJSC ALROSA¹
	2-21. Annual total compensation ratio	–	The Company does not calculate the ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)

¹ The link to the new version of the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA approved by the General Meeting of Shareholders on 23 May 2025. The Regulations apply to relations arising from the date of the annual meeting of the General Meeting of Shareholders for 2024, and its norms apply when calculating remuneration (base and additional) to members of the Supervisory Board elected at the annual General Meeting of the General Meeting of Shareholders for 2024, as well as after the indicated date.

DISCLOSURE

DISCLOSURE		SECTION		COMMENTS
4. Strategy, policies and practices	GRI 2: General Disclosures 2021	2-22. Statement on sustainable development strategy	Message from the Chief Executive Officer — Chairman of the Executive Committee, p. 3	
		2-23. Policy commitments	Strategic priorities and objectives, p. 16 Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Business ethics and anti-corruption, p. 40 Human rights, p. 49	
		2-24. Embedding policy commitments	Strategic priorities and objectives, p. 16 Approach to business ethics and anti-corruption, p. 24 Human rights, p. 49	
		2-25. Processes to remediate negative impacts	Compliance Hotline, p. 44	
		2-26. Mechanisms for seeking advice and raising concerns	Compliance Hotline, p. 44	
		2-27. Compliance with laws and regulations	Approach to environmental management, p. 137	In the reporting year, eight fines were imposed on PJSC ALROSA for non-compliance with laws and regulations, including three fines in connection with non-compliance with labour laws and other regulations containing labour-related provisions. The total fines for non-compliance with laws and/or regulations paid during the reporting period amounted to RUB 1.09 million. In 2025 two fines were imposed on ALROSA for the Company's failure to comply with environmental laws and regulations. The amount of fines imposed amounted to RUB 180 thousand, the amount of fines paid — RUB 90 thousand. There were no significant cases of non-compliance with regulatory requirements, i.e., cases that resulted in administrative suspension of ALROSA Group's activities in 2025
		2-28. Membership associations	Participation in organisations and associations, p. 12 International industry cooperation, p. 35	
5. Stakeholder engagement	GRI 2: General Disclosures 2021	2-29. Approach to stakeholder engagement	Stakeholder engagement, p. 34 Approach to managing climate-related issues, p.119 Approach to environmental management, p. 138 Key sustainability-related risks and opportunities of ALROSA, p. 237	
		2-30. Collective bargaining agreements	GRI content index	The share of employees covered by Collective Bargaining Agreements in effect at ALROSA is 93% of personnel — 30,755 people (94% in 2024, 94% in 2023). The benefits under the Collective Bargaining Agreement apply to all employees of ALROSA Group enterprises where such agreements are concluded. All obligations assumed by the Company to implement corporate social responsibility measures in respect of its employees are set out in the Collective Bargaining Agreement between PJSC ALROSA and the Profalmaz Interregional Trade Union of Employees of PJSC ALROSA (Public Organisation), as well as in the Social Policy of PJSC ALROSA . In 2025 the Collective Bargaining Agreement was extended for 2026

DISCLOSURE

SECTIONCOMMENTS

Material topics

	GRI 2: General Disclosures 2021	3-1. Process to determine material topics	About the Report and materiality, p. 191	
		3-2. List of material topics	About the Report and materiality, p. 191	
Occupational health and safety	GRI 2: General Disclosures 2021	3-3. Management of material topics 14.16.1 ¹	Approach to occupational health and safety management, p. 97	
	GRI 403: Occupational Health and Safety 2018	403-1. Occupational health and safety management system 14.16.2	Occupational health and safety, p. 96, 97 Approach to occupational health and safety management, p. 101	
	GRI 14: Mining Sector 2024 Topic 14.16 Occupational health and safety	403-2. Hazard identification, risk assessment, and incident investigation 14.16.3	Compliance Hotline, p. 44 Approach to occupational health and safety management, p. 104 Prevention of occupational injuries, p. 106	In compliance with legislative requirements, the Company provides PPE to employees that corresponds to their anthropometric and gender-specific characteristics. Regarding any situations involving sexual and/or gender-based violence, employees may report them via the unified Compliance Hotline. The procedure and principles governing this feedback mechanism are established in the Regulations on Compliance Hotline of PJSC ALROSA
		403-3. Occupational health services 14.16.4	Health protection and prevention of occupational diseases, p. 108	
		403-4. Worker participation, consultation, and communication on occupational health and safety 14.16.5	Occupational health and safety, p. 96 Approach to occupational health and safety management, p. 99	The OHS Committees include officers responsible for various areas of production activity, regardless of gender. The full composition of committee members is determined prior to a meeting and depends on the specific topics to be discussed
		403-5. Worker training on occupational health and safety 14.16.6	Approach to occupational health and safety management, p. 101	
		403-6. Promotion of worker health 14.16.7	Social support and partnership, p. 84 Health protection and prevention of occupational diseases, p. 108	
		403-7. Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 14.16.8	Approach to occupational health and safety management, p. 101	In accordance with the Code of Business Ethics for Partners of ALROSA Group, the Company expects all suppliers and contractors to comply with health and safety standards

¹ Hereinafter, in disclosing indicators of GRI 14: Mining Sector 2024, the Company does not disclose information by mine sites due to the lack of a system for accounting for indicators in this breakdown.

DISCLOSURE

DISCLOSURE		SECTION		COMMENTS
Occupational health and safety (continue)	GRI 403: Occupational Health and Safety 2018	403-8. Workers covered by an occupational health and safety management system 14.16.9	Approach to occupational health and safety management, p. 97	The OHS management system applies to all employees of the Company, and the safety provisions of the OHS management system related to the presence and movement within the Company's facilities apply to all people located in the territory, buildings and structures of the Company, including representatives of supervisory and control authorities, and also to employees of contractors operating within the Company's territory. In 2025 the number of employees covered by the OHS management system who underwent an external audit totalled 14,526 people, representing 43.8% of ALROSA Group's average headcount. In 2025 the number of employees covered by the OHS management system who underwent an internal audit totalled 17,042 people, representing 51.4% of ALROSA Group's average headcount
	GRI 14: Mining Sector 2024 Topic 14.16 Occupational health and safety	403-9. Work-related injuries 14.16.10	Occupational injuries, p. 106	Injuries are accounted for in accordance with effective legislation. The rates are based on 200,000 hours worked. To calculate the rates, the following values of man-hours worked were used: for ALROSA Group employees: 2022 — 57,851,306; 2023 — 61,062,702; 2024 — 61,750,030; 2025 — 56,828,647; for contractor employees: 2022 — 1,903,174; 2023 — 5,122,609; 2024 — 2,174,371; 2025 — 3,590,366; Injury rates taking into account only micro-injuries that required assistance beyond first aid (i.e. that required medical attention) have not been disclosed, due to the Company not having a practice of collecting this information for the Report
		403-10. Work-related ill health 14.16.11	Health protection and prevention of occupational diseases, p. 108	No records are kept of deaths from occupational diseases. Records of occupational diseases among contracting organisations are not kept
		14.15.1. Describe the organisation's approach to emergency preparedness and response plans, including frequency of testing the plans, and how engagement with local communities, workers, public sector agencies, first responders, and local authorities and institutions has informed the plans	Prevention of emergencies, p. 109	Planning documents in the area of emergency preparedness and response are developed and undergo approval stages with supervisory authorities in accordance with the legislation of the Russian Federation
		14.15.3. Report the number of critical incidents in the reporting period, describe their impacts, and actions taken to remediate them	Prevention of emergencies, p. 109	No man-made accidents or emergencies occurred in 2025; three incidents occurred
		14.15.4. Report the percentage of mine sites that have emergency preparedness and response plans in place, and list the sites that do not	Prevention of emergencies, p. 109	In accordance with the legislation of the Russian Federation, planning documents in the area of preparedness to respond to accidents and emergencies are ERPs, SPCC plans, and action plans for prevention and elimination of natural and man-made emergencies. At the end of 2025, all Company enterprises and mine sites, as applicable, had those documents in place

DISCLOSURE

Decent working conditions		SECTION		COMMENTS
Decent working conditions	GRI 3: Material Topics 2021	3-3. Management of material topics 14.17.1	Approach to HR management, p. 75 Training and development, p. 86	
	GRI 202: Market Presence 2016	202-1. Ratios of standard entry-level wage by gender compared to local minimum wage 14.17.2	Remuneration and motivation, p. 81	The Company’s significant regions of operation are the Russian Federation as a whole and, in particular, the regions where the key assets of ALROSA Group are located (the Republic of Sakha (Yakutia), the Arkhangelsk Region, the Smolensk Region, St. Petersburg)
	GRI 14: Mining Sector 2024 Topic 14.17 Employment practices Topic 14.21 Non-discrimination and equal opportunity	202-2. Proportion of senior management hired from the local community 14.21.2	GRI content index	The percentage of the Company's senior management hired from among representatives of the local community is 100% (i.e., all senior managers are citizens of the Russian Federation). Senior managers are the Chief Executive Officer — Chairman of the Board and all his deputies. For the purpose of disclosing this indicator, the significant regions of the Company's operations are understood as the Russian Federation as a whole. Local community — citizens of the Russian Federation (without taking into account the ethnic composition and cultural characteristics of the population)
	GRI 401: Employment 2016 GRI 14: Mining Sector 2024 Topic 14.17 Employment practices Topic 14.21 Non-discrimination and equal opportunity	401-1. New employee hires and employee turnover 14.17.3	Headcount and personnel, p. 76 Employee recruitment and onboarding, p. 77 Additional indicators, p. 231, 232	ALROSA discloses turnover rate based on management accounting, which is used within the Company to analyse processes. When calculating it, the number of those dismissed in 2025 was taken into account: 2,494 persons (the value includes certain grounds for terminating the employment contract). The total (full) staff turnover rate with breakdowns by age groups, gender and region is not disclosed, since there is no accounting for the average headcount by these breakdowns
		401-2. Benefits provided to full-time employees that are not provided to temporary or part-time employees 14.17.4	GRI content index	Benefits for employees employed under an employment contract are provided regardless of the terms of employment. Benefits do not apply to civil law contractors. The benefits apply partially to external part-time employees pursuant to the effective Collective Bargaining Agreements of organisations. The Company’s significant regions of operations are the Russian Federation as a whole and, in particular, the regions where the key assets of ALROSA Group are located (the Republic of Sakha (Yakutia), the Arkhangelsk Region, the Smolensk Region, St. Petersburg)
		401-3. Parental leave 14.17.5 14.21.3	GRI content index	In the Company’s significant region of operation (Russian Federation), all employees are guaranteed the right to maternity and parental leave in accordance with the Labour Code of the Russian Federation. Accounting for parameters b, c, d, e required by GRI is not performed
	GRI 402: Labour/Management Relations (2016)	402-1. Minimum notice periods regarding operational changes 14.8.2 14.17.6	GRI content index	Notice periods are specified in the Collective Bargaining Agreement for 2023-2025 for all employees, regardless of their category and their membership in trade unions. For more information on notice periods, see the Collective Bargaining Agreement for 2023-2025 . In 2025 the Collective Bargaining Agreement was extended for 2026
	GRI 14: Mining Sector 2024 Topic 14.8 Closure and rehabilitation Topic 14.17 Employment practices			
	GRI 405: Diversity and Equal Opportunity 2016	405-1. Diversity of governance bodies and employees 14.21.5	Sustainability management system, p. 18 Headcount and personnel, p. 76 Additional indicators, p. 230, 231	
	GRI 14: Mining Sector 2024 Topic 14.21 Non-discrimination and equal opportunity			

DISCLOSURE	SECTION		COMMENTS
Decent working conditions (continue)	GRI 405: Diversity and Equal Opportunity 2016	405-2. Ratio of basic salary and remuneration of women to men 14.21.6	Additional indicators, p. 233 Employee remuneration is provided in accordance with Convention No. 100 of the International Labour Organisation – the principle of equal remuneration for men and women for work of equal value is applied. There is no difference between the basic wage rate for women and the basic wage for men for all categories of employees and their regions of work. The ratio is 1:1. The Company’s significant regions of operation are the Russian Federation as a whole and, in particular, the regions where the key assets of ALROSA Group are located (the Republic of Sakha (Yakutia), the Arkhangelsk Region, the Smolensk Region, St. Petersburg)
	GRI 14: Mining Sector 2024 Topic 14.21 Non-discrimination and equal opportunity		
Employee training and development	GRI 3: Material Topics 2021	3-3. Management of material topics 14.17.1	Approach to HR management, p. 75 Training and development, p. 86
	GRI 404: Training and Education 2016	404-1. Average hours of training per year per employee 14.17.7 14.21.4	Training and development, p. 88
	GRI 14: Mining Sector 2024 Topic 14.8 Closure and rehabilitation Topic 14.17 Employment practices Topic 14.21 Non-discrimination and equal opportunity	404-2. Programmes for upgrading employee skills and transition assistance programmes 14.8.3 14.17.8	Training and development, p. 86, 87
		404-3. Percentage of employees receiving regular performance and career development reviews	Training and development, p. 89 In 2025 1.4% of employees (467 employees) underwent performance assessment: 1.1% of men and 2.2% of women; 3.6% of managers and 4% of specialists The assessment is performed using the 360 (180) degree method among employees of divisions of the head office and the Information Security Centre
Development of the regions of operations and interaction with local communities	GRI 3: Material Topics 2021	3-3. Management of material topics 14.10.1 14.11.1	Approach to social investment management, p. 172 Support for indigenous small-numbered peoples, p. 183
	GRI 411: Rights of Indigenous Peoples 2016	411-1. Incidents of violations involving rights of indigenous peoples 14.11.2	GRI content index In the reporting period, no incidents of violation of the rights of representatives of indigenous small-numbered peoples were recorded
	GRI 14: Mining Sector 2024 Topic 14.11 Rights of indigenous peoples		
	GRI 14: Mining Sector 2024 Topic 14.11 Rights of indigenous peoples	14.11.3 List the locations of operations and proven reserves where Indigenous Peoples are present and are or may be affected by the activities of the organisation	GRI content index ALROSA's regions of operations where indigenous peoples are present or regions affected by the Company's operations include: - Republic of Sakha (Yakutia); - Arkhangelsk Region; - Magadan Region.
		14.11.4 The process of obtaining free, prior and informed consent (FPIC) from indigenous peoples for the organisation’s operations, including, in each case whether the process was mutually accepted by the organisation and the affected indigenous peoples; whether an agreement was reached	Human rights, p. 51 Management of hydraulic structures, p. 155 For more information on the Russian equivalent of the procedure for obtaining the FPIC, see Corporate Standard on Tailings Management (see section 2.2 of the Standard “Stakeholder Engagement”)

DISCLOSURE

	SECTION		COMMENTS	
Development of the regions of operations and interaction with local communities (continue)	GRI 413: Local Communities	413-1. Operations with local community engagement, impact assessments, and development programmes	Approach to social investment management, p. 172	Programmes for interaction with local communities are implemented by all of ALROSA's Diamond Mining and Processing Operations (10% of organisations included in the scope of the Report)
	GRI 14: Mining Sector 2024 Topic 14.10 Local communities	14.10.2	Effectiveness assessment of social projects, p. 181	
		413-2. Operations with significant actual and potential negative impacts on local communities	Management of hydraulic structures, p. 154	The Company classifies risks related to hydraulic structures as potential negative impacts. However, according to the safety declarations, there are no residential buildings with permanent or temporary residents in the areas of potential flooding. During the period of ALROSA's hydraulic structures operations, there was no actual realisation of the risk of settlements flooding. In the Russian Federation, ALROSA Group operates hydraulic structures in the Republic of Sakha (Yakutia) and the Arkhangelsk Region
		14.10.1		
	GRI 203: Indirect Economic Impacts 2016	203-1. Infrastructure investments and services supported	Social investments, p. 173	Management accounting data are provided
	GRI 14: Mining Sector 2024 Topic 14.9 Economic impacts	14.9.3		
		203-2. Significant indirect economic impacts	Social investments, p. 173	
		14.9.4		
	GRI 204: Procurement Practices 2016	204-1. Proportion of spending on local suppliers	Procurement from local suppliers, p. 186	Local suppliers are those registered and operating in the region of registration of PJSC ALROSA or its subsidiaries (Yakutia, Arkhangelsk Region, Altai Territory, Smolensk Region, etc.). For subsidiaries registered and operating abroad, all suppliers operating in the country of registration of the subsidiaries are considered local. The calculation of indicator 204-1 is based on the contract values for 2025. Intragroup purchases were included when calculating the indicator
	GRI 14: Mining Sector 2024 Topic 14.9 Economic impacts	14.9.5		
Biodiversity and land resources	GRI 3: Material Topics 2021	3-3. Management of material topics	Ecosystem restoration, p. 157	
	GRI 14: Mining Sector 2024 Topic 14.4 Biodiversity Topic 14.8 Closure and rehabilitation	14.4.1 14.8.1	Biodiversity conservation, p. 160	
	GRI 101: Biodiversity 2024	101-1. Policies to halt and reverse biodiversity loss	Approach to environmental management, p. 138	The Company has not conducted a biodiversity impact assessment for each ALROSA Group production site to identify sites with the most significant impacts on biodiversity. ALROSA also has not assessed products and services in the supply chain with the most significant impacts on biodiversity. The Company plans to implement this set of measures in subsequent reporting periods.
	GRI 14: Mining Sector 2024 Topic 14.4 Biodiversity	14.4.2	Biodiversity conservation, p. 164	
		101-2. Management of biodiversity impacts	Biodiversity conservation, p. 164	The Company has not assessed the impacts on biodiversity for each ALROSA Group production site in order to identify sites with the most significant impacts on biodiversity. ALROSA plans to perform this assessment in subsequent reporting periods
		14.4.3		
		101-3. Access and benefit-sharing	GRI content index	The Company does not engage in activities involving the use of genetic resources or traditional knowledge for commercial product development (pharmaceuticals, cosmetics, agriculture)

DISCLOSURE

Biodiversity and land resources (continue)	GRI 101: Biodiversity 2024	101-4. Identification of biodiversity impacts 14.4.4	GRI content index	The Company has not assessed the impacts on biodiversity for each ALROSA Group production site in order to identify sites with the most significant impacts on biodiversity. ALROSA also has not assessed products and services in its supply chain with the most significant impacts on biodiversity. The Company plans to perform this set of measures in subsequent reporting periods
	GRI 14: Mining Sector 2024 Topic 14.4 Biodiversity	101-5. Locations with biodiversity impacts 14.4.5	GRI content index	The Company has not assessed the impacts on biodiversity for each ALROSA Group production site in order to identify sites with the most significant impacts on biodiversity. ALROSA plans to perform this assessment in subsequent reporting periods
		101-6. Direct drivers of biodiversity loss 14.4.6	GRI content index	The Company has not assessed the impacts on biodiversity for each ALROSA Group production site in order to identify sites with the most significant impacts on biodiversity. The Company has not assessed the impact on ecosystem services and beneficiaries for each production site either. ALROSA plans to perform this set of measures in subsequent reporting periods
		101-7. Changes to the state of biodiversity 14.4.7	GRI content index	The Company has not assessed the impacts on biodiversity for each ALROSA Group production site in order to identify sites with the most significant impacts on biodiversity.
		101-8. Ecosystem services 14.4.8	Biodiversity conservation, p. 166	The Company has not assessed the impacts on biodiversity for each ALROSA Group production site in order to identify sites with the most significant impacts on biodiversity. ALROSA plans to perform this assessment in subsequent reporting periods
		2024 Topic 14.8 Closure and rehabilitation	14.8.5. Approval and review of closure and rehabilitation plans	Ecosystem restoration, p. 157
		14.8.6. Total land disturbed and not yet rehabilitated, total land disturbed and rehabilitated (including progressively rehabilitated, if applicable)	Ecosystem restoration, p. 159	The total area of disturbed and not yet rehabilitated land was 24,826 ha as at 31 December 2025

DISCLOSURE

Water management	GRI 3: Material Topics 2021	3-3. Management of material topics 14.7.1	Use of water resources, p. 143	
	GRI 303: Water and Effluents 2016	303-1. Interactions with water as a shared resource 14.7.2	Use of water resources, p. 143, 144	
	GRI 14: Mining Sector 2024 Topic 14.7 Water and effluents	303-2. Management of water discharge-related impacts 14.7.3	Use of water resources, p. 144	ALROSA Group’s enterprises discharging wastewater are not located in regions with no discharge requirements or standards. ALROSA Group discharges wastewater in accordance with statutory discharge standards
		303-3. Water withdrawal 14.7.4	Use of water resources, p. 146	ALROSA Group withdraws only freshwater. In addition, in 2025 there was a natural freshwater inflow of 49.7 million m³ and withdrawal of other water of 20.5 million m³ from subsoil horizons and sedimentation tanks. Total water withdrawal and water inflow amounted to 93.1 million m³ (intra-group operations are excluded). There is no water withdrawal in water scarce regions, since ALROSA Group companies do not withdraw water in regions that, in accordance with the Water Strategy approved by the Russian Federation Government Decree of 27 August 2009 No. 1235-r, are classified as regions with water resource shortages.
		303-4. Water discharge 14.7.5	Use of water resources, p. 146 Additional indicators, p. 235	The Group discharges only fresh wastewater. In addition, the discharge of other water into underground horizons amounted to 7.7 million m³ in 2025. Total discharge of fresh and other water amounted to 82.7 million m³ (intra-group operations are excluded). There is no discharge of wastewater in areas with water shortages, since ALROSA Group companies do not carry out wastewater discharge in regions that, in accordance with the Water Strategy approved by the Russian Federation Government Decree of 27 August 2009 No. 1235-r, are classified as regions with water resource shortages. All quality indicators of treated wastewater permitted for discharge into surface water bodies are regulated according to established standards. In the reporting year, no significant violations of the established standards were recorded
		303-5. Water consumption 14.7.6	GRI content index	The total volume of water consumption as the volume of water withdrawn from circulation (withdrawal from all sources less water discharge for all facilities) was 10,359 thousand m³. The volume of water storage in tanks (dredge pits and sedimentation tanks of alluvial deposits) decreased by 2,586 thousand m³ due to the implementation of production programme measures
Tailings dam operation	GRI 3: Material Topics 2021	3-3. Management of material topics 14.6.1	Management of hydraulic structures, p. 154	
	GRI 14: Mining Sector 2024 Topic 14.6 Closure and rehabilitation	14.6.2 Report the tailings disposal methods used by the organisation	GRI content index	The Company uses the following tailings management methods: storage of tailings products in geotextile tubes, storage of tailings in dry tailings dumps at the Nakyn production site, use of radial thickeners to thicken slurry tailings at tailings dams of Processing Plants No. 12, 15, 16
		14.6.3 List the organisation’s tailings facilities, and report the name, location, and ownership status, including whether the organisation is the operator	Management of hydraulic structures, p. 154	
	GRI 306: Effluents and Waste 2016	306-3. Significant spills 14.15.2	GRI content index	No deviations or environmental incidents, including spills, were recorded in the reporting year
	GRI 14: Mining Sector 2024			

DISCLOSURE

DISCLOSURE	SECTION		COMMENTS	
Climate change and GHG emissions	GRI 3: Material Topics 2021	3-3. Management of material topics 14.1.1	Approach to managing climate issues, p. 115	
	GRI 305: Emissions 2016 GRI 14: Mining Sector 2024 Topic 14.1 Climate change	305-1. Direct (Scope 1) GHG emissions 14.1.5	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	The Group does not have biogenic emissions. The calculation of direct emissions includes carbon dioxide (CO ₂), methane (CH ₄) and nitrous oxide (N ₂ O). The emission factors used to calculate Scope 1 emissions were taken from the following sources: - UK Government GHG Conversion Factors for Company Reporting, 2021 - Emission Factors for Greenhouse Gas Inventories, 2021
		305-2. Energy indirect (Scope 2) GHG emissions 14.1.6	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	The calculation of energy indirect emissions includes carbon dioxide (CO ₂). The emission factors used to calculate Scope 2 emissions were taken from the following sources: GHG emission factor of the Russian power system, JSC ATS, https://www.atsenergo.ru/results/co2all ; Energy coefficients of greenhouse gas emissions of the Association of Non-Profit Partnership Market Council, https://www.np-sr.ru/ru/market/scope/index.htm#2 At the same time, a coefficient of 0 was applied to the consumption of electricity in the Western power region of the Republic of Sakha (Yakutia), since the generation in the Western power region is mainly provided by renewable energy (HPP) and the Western power region is energy-excessive. Indirect energy emissions calculated using the location-based method amounted to 22,138 tonnes of CO ₂ -equivalent; market-based – 22,300 tonnes of CO ₂ -equivalent
		305-3. Other indirect (Scope 3) GHG emissions 14.1.7	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	The ALROSA Group does not have biogenic emissions. The calculation of other indirect emissions includes carbon dioxide (CO ₂). The emission factors used to calculate Scope 3 emissions were taken from the following sources: - UK Government GHG Conversion Factors for Company Reporting, 2021 - US Env Protection Agency (EPA) eGrid
		305-4. GHG emissions intensity 14.1.8	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	The calculation of emissions intensity includes carbon dioxide (CO ₂), methane (CH ₄) and nitrous oxide (N ₂ O)
		305-5. Reduction of GHG emissions 14.1.9	Climate-related risks and opportunities, p. 123	
	GRI 102: Climate change GRI 14: Mining Sector 2024 V1.1 ¹ Topic 14.1 Climate change	102-1. Transition plan for climate change mitigation 14.1.2	Approach to managing climate-related issues, p. 115,117,119 Progress on greenhouse gas emissions and energy consumption in 2025, p. 129	A breakdown of CAPEX and OPEX is not provided due to the lack of an accounting system to classify such costs. The development and implementation of an appropriate methodology is planned for subsequent reporting periods
		102-2. Climate change adaptation plan 14.1.3	Approach to managing climate-related issues, p. 118, 119	Capital expenditures (CAPEX) for adaptation activities are not identified as a separate category, as these activities are an integral part of broader asset management and business continuity programmes and are not labelled as “adaptation” in the current accounting system, which prevents them from being reliably separated from other capital investments. The development and implementation of an appropriate methodology is planned for subsequent reporting periods

¹ Disclosures specified in version V1.1 of the GRI sector standard are provided. GRI 102: Climate change, GRI 103: Energy will take effect from 1 January 2027.

DISCLOSURE

DISCLOSURE		SECTION		COMMENTS
Climate change and GHG emissions (continue)	GRI 102: Climate change GRI 14: Mining Sector 2024 V1.1 ¹ Topic 14.1 Climate change	102-4. GHG emissions reduction targets and progress 14.1.5	Approach to managing climate-related issues, p. 117 Progress on greenhouse gas emissions and energy consumption in 2025, p. 129	
		102-5. Scope 1 GHG emissions 14.1.6	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	
		102-6. Scope 2 GHG emissions 14.1.7	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	
		102-7. Scope 3 GHG emissions 14.1.8	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	
		102-8. GHG emissions intensity 14.1.9	Progress on greenhouse gas emissions and energy consumption in 2025, p. 128	
		102-9. GHG removals in the value chain 14.1.10	GRI content index	The Company began implementing a GHG removal project (a project to increase GHG removals) at the Mirny and Nyurba MPD in 2025. The Company plans to disclose more detailed information on the validation and registration of the project as a climate project, as well as on its results for the year 2026
		102-10. Carbon credits 14.1.11	GRI content index	In the reporting year, the Company did not purchase any carbon credits, carbon units or similar carbon market instruments
Economic performance	GRI 3: Material Topics 2021	3-3. Management of material topics 14.9.1 14.23.1	Business model, p. 7 Creation of jobs in the regions of operatoins, p. 80 Procurement from local suppliers, p. 185	For more details on operating and financial performance of ALROSA in 2025, see the Company's 2025 Annual Report
	GRI 201: Economic Performance 2016	201-1. Direct economic value generated and distributed 14.9.2 14.23.2	Business model, p. 9	
	GRI 14: Mining Sector 2024 Topic 14.2 Climate change adaptation and sustainability Topic 14.9 Economic impacts Topic 14.23 Payments to governments	201-2. Financial implications and other risks and opportunities due to climate change 14.2.2	Risks and opportunities due to climate change, p. 120	The Company plans to perform a quantitative assessment of climate-related risks and opportunities in 2026. Accordingly, the Company intends to disclose information on financial aspects and other risks and opportunities associated with climate change in subsequent reporting periods

¹ Disclosures specified in version V1.1 of the GRI sector standard are provided. GRI 102: Climate change, GRI 103: Energy will take effect from 1 January 2027.

DISCLOSURE

Economic performance (continue)	SECTION		COMMENTS
	201-3. Defined benefit plan obligations and other retirement plans	GRI content index	
	201-4. Financial assistance received from government 14.23.3	GRI content index	
	GRI 207: Tax 2019 GRI 14: Mining Sector 2024 Topic 14.23 Payments to governments	207-1. Approach to tax 14.23.4 GRI content index	

¹ The amount is presented on the basis of the [IFRS Disclosed Consolidated Financial Statements for 2025](#).

DISCLOSURE

	SECTION		COMMENTS
Economic performance (continue)	GRI 207: Tax 2019	207-2. Tax governance, control, and risk management	GRI content index
	GRI 14: Mining Sector 2024 Topic 14.23 Payments to governments	14.23.5	The Company's Tax Department is responsible for organising the process of performing ALROSA's tax obligations. Tax accounting, tax calculation, preparation and filing of tax reports, accounting of tax liabilities, payment of taxes, provision of documents and information to tax and other controlling authorities within the framework of control measures are performed by a specialised entity of ALROSA Group. The Audit Committee of the Supervisory Board ensures control of the completeness, accuracy and reliability of financial and accounting reports and the performance of tax obligations. The Company regularly monitors regulatory changes and addenda to ensure compliance with all established tax and risk management requirements in this area. For more details on ALROSA's control system, see the Company's 2025 Annual Report . Information on the Company's performance of tax obligations is disclosed in the financial statements, which undergo regular independent audit. For more details, see the IFRS Disclosed Consolidated Financial Statements for 2025 . Any stakeholder may report potential violations of tax liabilities by the Company to the Compliance Hotline. In the reporting year, there were no complaints from stakeholders about the Company's non-compliance with tax legislation
	GRI 206: Anti-competitive Behaviour 2016	206-1. Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	GRI content index
Compliance with laws and business ethics principles	GRI 3: Material Topics 2021	3-3. Management of material topics 14.22.1	Business ethics and anti-corruption, p. 40 Compliance Hotline, p. 44
	GRI 205: Anti-corruption 2016	205-1. Operations assessed for risks related to corruption 14.22.2	Business ethics and anti-corruption, p. 41
	GRI 14: Mining Sector 2024 Topic 14.22 Anti-corruption	205-2. Communication and training about anti-corruption policies and procedures 14.22.3	Business ethics and anti-corruption, p. 40, 41, 43 Additional indicators, p. 236
		205-3. Confirmed incidents of corruption and actions taken 14.22.4	Business ethics and anti-corruption, p. 41, 43
Respect for human rights and non-discrimination	GRI 3: Material Topics 2021	3-3. Management of material topics 14.18.1 14.19.1 14.20.2 14.21.1	Human rights, p. 49
	GRI 406: Non-discrimination 2016	406-1. Incidents of discrimination and corrective actions taken 14.21.7	Compliance Hotline, p. 45
	GRI 14: Mining Sector 2024 Topic 14.21 Non-discrimination and equal opportunity		No incidents of discrimination were identified in the reporting year

DISCLOSURE

			SECTION	COMMENTS
Respect for human rights and non-discrimination (continue)	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1. Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk 14.20.2	GRI content index	None identified in the reporting period
	GRI 14: Mining Sector 2024 Topic 14.20 Freedom of association and collective bargaining	14.20.3 Number of strikes and lock-outs exceeding one week’s duration, by country	GRI content index	None during the reporting period
	GRI 408: Child Labour 2016	408-1. Operations and suppliers at significant risk for incidents of child labour 14.18.2	Human rights, p. 51	No incidents of child labour and the related risks were identified
	GRI 14: Mining Sector 2024 Topic 14.18 Child labour			
	GRI 409: Forced or Compulsory Labour 2016	409-1. Operations and suppliers at significant risk for incidents of forced or compulsory labour 14.19.2	Human rights, p. 51	No incidents of forced or compulsory labour and the related risks were identified
	GRI 14: Mining Sector 2024 Topic 14.19 Forced or compulsory labour			
	GRI 410: Security Practices 2016	410-1. Percentage of security personnel trained in the human rights policies or procedures 14.14.2	GRI content index	The share of employees of Security Complex organisations who received human rights training in 2025 amounted to 0.7%
	GRI 14: Mining Sector 2024 Topic 14.14 Security practices			
	GRI 418: Customer Privacy 2016	418-1. Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information security, p. 70	
Stakeholder engagement	GRI 3: Material Topics 2021	3-3. Management of material topics	Sustainability management system, p. 17 Business ethics and anti-corruption, p. 40 Compliance Hotline, p. 44 Approach to HR management, p. 75 Approach to occupational health and safety management, p. 101 Approach to environmental management, p. 137 Development of the regions of operations, p. 172 Key external and internal stakeholders with whom regular interaction is performed, p. 237	
	GRI 415: Public Policy 2016	415-1. Political contributions 14.24.1	GRI content index	The Company adheres to the principle of neutrality with respect to political parties and associations and does not make political donations
	GRI 14: Mining Sector 2024 Topic 14.22 Public policy	14.24.2		

DISCLOSURE

Stakeholder engagement (continue)	GRI 416: Customer Health and Safety 2016	416-1. Assessment of the health and safety impacts of product and service categories	–	Not applicable
		416-2. Incidents of non-compliance concerning the health and safety impacts of products and services	–	Not applicable

Additional significant topics

Energy consumption and energy efficiency

GRI 302: Energy 2016 GRI 14: Mining Sector 2024 Topic 14-1 GHG emissions	302-1. Energy consumption within the organisation 14.1.2	Progress on greenhouse gas emissions and energy consumption in 2025, p. 130 Additional indicators, p. 234	ALROSA Group does not consume or sell energy for cooling. The conversion factors to convert fuel and energy to reference fuel and GJ were sourced from Appendix No. 2 to the Methodological Recommendations for Calculating the Key Energy Efficiency Indicator of the Programme for Innovation Development of PJSC ALROSA. The conversion factor for fuel oil was sourced from Order No. 300 of the Russian Ministry of Natural Resources and Environment of 30 June 2015. The conversion factor for natural gas was sourced from the Company's internal regulatory document — Order of the First Chief Executive Office — Executive Director No. 02/243-R “On Approval of Conversion Factors to Convert Natural Fuel to Reference Fuel” dated 29 July 2021	
	302-2. Energy consumption outside of the organisation 14.1.3	GRI content index	Energy consumption outside of the organisation is not reported	
	302-3. Energy intensity 14.1.4	Progress on greenhouse gas emissions and energy consumption in 2025, p. 131		
	302-4. Reduction of energy consumption	Progress on greenhouse gas emissions and energy consumption in 2025, p. 131	The amount of reductions in energy consumption achieved as a result of conservation initiatives is given as compared to 2024. The calculation includes fuel, electricity and heating the consumption of which was reduced through process redesign, replacement of equipment, organisational and other measures. The Company does not have an approved calculation methodology. The reductions in consumption are calculated if there are metering devices using the statistical method under comparable conditions, and if there are no metering devices — using the calculation method based on the characteristics or operating mode of the equipment before and after the implementation of the relevant measure	
	302-5. Reductions in energy requirements of products and services	GRI content index	Not applicable	
GRI 103: Energy 2025 GRI 14: Mining Sector 2024 V1.1 Topic 14.1 Climate change	103-1. Energy policies and commitments 14.1.12	Approach to managing climate-related issues, p. 115		
	103-2. Energy consumption and self-generation within the organisation 14.1.13	Progress on greenhouse gas emissions and energy consumption in 2025, p. 130		
	103-3. Upstream and downstream energy consumption 14.1.14	GRI content index	ALROSA does not track this indicator. The Company plans to improve methodological approaches to disclosing the indicator in the subsequent reporting periods	
	103-4. Energy intensity 14.1.15	Progress on greenhouse gas emissions and energy consumption in 2025, p. 131		
	103-5. Reduction in energy consumption	Progress on greenhouse gas emissions and energy consumption in 2025, p. 131		

DISCLOSURE

DISCLOSURE		SECTION		COMMENTS
Industrial waste management	GRI 306: Effluents and Waste 2020 GRI 14: Mining Sector 2024 Topic 14.5 Waste	306-1. Waste generation and significant waste-related impacts 14.5.2	Waste management, p. 148	The Group’s waste-related data and waste-related impacts are monitored and controlled through production environmental control and production environmental monitoring (monitoring of generation, accumulation, recovery/neutralisation performed internally and by third-party organisations; monitoring of waste disposal at internal and third-party waste disposal facilities). Waste-related data is collected and relevant reports are prepared using the information analysis system for environmental monitoring. The system provides for visualisation of data using various types of dashboards and exchange of information, including data on solid waste landfills, waste disposal facilities and unauthorised landfills
		306-2. Management of significant waste-related impacts 14.5.3	Waste management, p. 148, 154	
		306-3. Waste generation 14.5.4	Waste management, p. 150 Additional indicators, p. 235	
		306-4. Waste diverted from disposal 14.5.5	Waste management, p. 150 Additional indicators, p. 236	Information on waste management is presented in accordance with 2-TP statistical reporting form (waste) due to the absence in the Russian practice of waste management accounting in accordance with the approach of GRI 306 Standards (2020).
		306-5. Waste directed to disposal 14.5.6	Waste management, p. 150 Additional indicators, p. 236	The breakdown of waste directed to disposal by hazardous and non-hazardous waste is not disclosed, since only non-hazardous waste may be landfilled/stored at internal and third-party facilities. Information on waste management is presented in accordance with 2-TP statistical reporting form (waste) due to the absence in the Russian practice of waste management accounting in accordance with the approach of GRI 306 Standards (2020)
Air emissions	GRI 305: Emissions 2016	305-6. Emissions of ozone-depleting substances (ODSs)	GRI content index	The information is planned to be disclosed in the next reporting period following the adjustment of the data of the inventory of pollutant emission sources
	GRI 14: Mining Sector 2024 Topic 14.3 Air emissions	305-7. Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions 14.3.2	Air emissions, p. 142	

DISCLOSURE

DISCLOSURE		SECTION		COMMENTS
Ensuring responsible supply chains	GRI 308: Supplier Environmental Assessment 2016	308-1. New suppliers that were screened using environmental criteria	Procurement from local suppliers, p. 186	During the mandatory check by the security personnel, 100% of suppliers were assessed against ESG criteria, including, among others, compliance with industrial safety, labour law, environmental management and environmental protection requirements. 29% of suppliers completed additional ESG questionnaires on a voluntary basis
		308-2. Negative environmental impacts in the supply chain and actions taken	Procurement from local suppliers, p. 186	In the reporting year, no violations were identified as part of supplier organisations monitoring
	GRI 414: Supplier Social Assessment 2016 GRI 14: Mining Sector 2024	414-1. New suppliers that were screened using social criteria 14.17.9 14.18.3 14.19.3	Procurement from local suppliers, p. 186	In the reporting year, 100% of suppliers were assessed against mandatory ESG criteria, including occupational health and safety, business ethics standards, labour rights and human rights
		414-2. Negative social impacts in the supply chain and actions taken 14.17.10	Procurement from local suppliers, p. 186	In the reporting year, no violations were identified as part of supplier organisations monitoring
	GRI 417: Marketing and Labelling 2016	417-1. Requirements for product and service information and labelling	GRI content index	The Company strictly complies with the Kimberley Process Certification Scheme and applicable laws. The Company guarantees that all supplied rough diamonds have been mined in the Russian Federation or acquired from legitimate sources and are not conflict diamonds in accordance with the UN resolutions and relevant national laws. Polished diamonds produced by ALROSA for retail sales are certified in gemological laboratories and receive a passport with individual characteristics
		417-2. Incidents of non-compliance concerning product and service information and labelling	GRI content index	In the reporting year, no incidents of non-compliance with regulations concerning product information provided by the Company were identified
		417-3. Incidents of non-compliance concerning marketing communications	GRI content index	In the reporting year, no incidents of non-compliance by the Company with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, were identified

Compliance with the principles of the UN Global Compact

AREAS OF RESPONSIBILITY	PRINCIPLE OF THE UN GLOBAL COMPACT	SECTION
Human rights	Businesses should support and respect the protection of internationally proclaimed human rights	Human rights Support for indigenous small- numbered peoples
	Businesses should make sure that they are not complicit in human rights abuses	
Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human rights Approach to HR Management
	Businesses should uphold the elimination of all forms of forced and compulsory labour	
	Businesses should uphold the effective abolition of child labour	
	Businesses should uphold the elimination of discrimination in respect of employment and occupation	
Environment	Businesses should support a precautionary approach to environmental challenges	Approach to environmental management
	Businesses should undertake initiatives to promote greater environmental responsibility	
	Businesses should encourage the development and diffusion of environmentally friendly technologies	
Anti-corruption	Businesses should work against corruption in all its forms, including extortion and bribery	Business ethics and anti-corruption

IFRS S1 General requirements for disclosures of sustainability-related financial information content index

	NO.	DISCLOSURE	SECTION	COMMENT
Governance	IFRS S1 27	(a) the governance body(s) or individual(s) responsible for oversight of sustainability-related risks and opportunities (hereinafter referred to in the table below as sustainability-related risks and opportunities); (b) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities	Sustainability management system, p. 17, 19, 21	
Strategy	IFRS S1 30	(a) describe sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects; (b) specify the time horizons — short, medium or long-term — over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur; and (c) explain how the entity defines “short term”, “medium term” and “long term” and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	Key sustainability-related risks and opportunities of ALROSA, p. 239	
	IFRS S1 33	(a) how the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making; (b) the progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information; and (c) trade-offs ¹ between sustainability-related risks and opportunities that the entity considered	Management of sustainability-related risks and opportunities, p. 25 Key sustainability-related risks and opportunities of ALROSA, p. 239	The Company analyses trade-offs associated with sustainability-related risks and opportunities as part of scenario analysis of sustainability-related risks and opportunities. Such assessment helps identify significant risks and opportunities and determine key trade-offs associated with them
	IFRS S1 40	(a) explain why the entity has not provided quantitative information about the current or anticipated financial effects of a sustainability-related risk or opportunity; (b) provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that sustainability-related risk or opportunity; and (c) provide quantitative information about the combined financial effects of that sustainability-related risk or opportunity with other sustainability-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful	Key sustainability-related risks and opportunities of ALROSA, p. 239	The Company plans to perform a quantitative assessment of sustainability-related risks and opportunities in the subsequent reporting periods. As the availability of data increases, calculation methods improve and uncertainty decreases, the Company will consider the possibility of disclosing relevant quantitative information in future reporting periods
Risk management	IFRS S1 44	(a) the processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks; (b) the processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities; and (c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity’s overall risk management process	Management of sustainability-related risks and opportunities, p. 25 Key sustainability-related risks and opportunities of ALROSA, p. 239	

¹ In the context of sustainability disclosure standards, the term ‘trade-off’ means a conscious and well-considered balance between various, often conflicting, sustainability-related risks and opportunities that the entity took into account when making a strategic, operational or investment decision. A trade-off arises where it is impossible to achieve simultaneous improvement in all areas, and progress in one area requires certain concessions in another.

Metrics & targets

NO.	DISCLOSURE	SECTION	COMMENT
IFRS S1 46	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects: (a) metrics required by an applicable IFRS Sustainability Disclosure Standard; and (b) metrics the entity uses to measure and monitor progress in achieving the targets	Progress under the 2029 ALROSA Group Sustainability Programme, p. 72, 94, 112, 134, 169	As part of the 2025-2029 Sustainability Programme, the Company set targets and metrics to monitor progress in achieving the targets. This information is provided in Progress under the 2029 ALROSA Group Sustainability Programme table in the sections "Sustainability Strategy", "Governance and business ethics", "Development of human capital", "Occupational health and safety", "Climate change and energy efficiency", "Environmental protection", "Development of the regions of operations". The Company also uses sector standards of the International Sustainability Standards Board (ISSB), in particular the Sustainability Accounting Standards Board (SASB) Metals and Mining Standard
IFRS S1 51	An entity shall disclose information about the targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation For each target, the entity shall disclose: (a) the metric used to set the target and to monitor progress towards reaching the target; (b) the specific quantitative or qualitative target the entity has set or is required to meet; (c) the period over which the target applies; (d) the base period from which progress is measured; (e) any milestones and interim tar-gets; (f) performance against each target and an analysis of trends or changes in the entity's performance; and (g) any revisions to the target and an explanation for those revisions.	Progress under the 2029 ALROSA Group Sustainability Programme, p. 72, 94, 112, 134, 169	As part of the 2025-2029 ALROSA Group Sustainability Programme, the Company has set targets and metrics to monitor progress in achieving the targets until 2030. This information is provided in Progress under the 2029 ALROSA Group Sustainability Programme table in the sections "Sustainability Strategy", "Governance and business ethics", "Development of human capital", "Occupational health and safety", "Climate change and energy efficiency", "Environmental protection", "Development of the regions of operations". The base year for the targets is 2025, unless otherwise specified in the Sustainability Programme 2025-2029 For the targets "Achieving at least a 6% reduction in direct and energy indirect greenhouse gas emissions (Scope 1 and 2) compared to the 2023 level by 2030" and "Achieving a 14% reduction in surface water withdrawal compared to the 2023 level by 2030", the base year is 2023. The Company monitors progress in achieving targets on an annual basis and discloses this information in sustainability reports. In 2025 ALROSA's sustainability targets were not revised. For more information on interim targets, see ALROSA Group Sustainability Programme 2025-2029.

IFRS S2 Climate-related disclosures content index

	Nº	DISCLOSURE	SECTION	COMMENT
Governance	IFRS S2 6	(a) the governance body(s) or individual(s) responsible for oversight of climate-related risks and opportunities (hereinafter referred to in the table below as climate-related risks and opportunities); (b) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	Sustainability management system, p 17, 19, 21 Climate change and energy efficiency, p. 113, 118	
Strategy	IFRS S2 10	(a) describe climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects; (b) explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the entity has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the entity defines ‘short term’ ‘medium term’ and ‘long term’ and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	Management of sustainability-related risks and opportunities, p. 25 Key sustainability-related risks and opportunities of ALROSA, p. 239	The Company classifies the following risks as physical climate-related risks: • Violation of the integrity of production buildings and structures due to thawing of permafrost soils • Reduced process efficiency due to lack of water resources • Restriction of river navigation due to declining water levels • Interruption of the transportation process due to flooding/washing out of roads • Partial/complete flooding of sites, buildings and structures during the flood season • Interruption/suspension of production processes due to fire hazard The Company classifies the following risks as transition climate-related risks: • Critical climate change and the resulting degradation of environmental quality • Additional costs associated with mandatory verification of GHG emissions reporting • Additional costs resulting from the introduction of quotas on GHG emissions or carbon tax • Reduced revenue as a result of the deterioration of sectoral positions on specific GHG emissions • Loss of investment as a result of failure to meet stakeholder expectations regarding climate-related governance
	IFRS S2 13	(a) a description of the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain; and (b) a description of where in the entity’s business model and value chain climate-related risks and opportunities are concentrated	IFRS S2 Climate-related disclosures content index	The Company plans to analyse and quantify climate-related risks and opportunities in the subsequent reporting periods. As the availability of data increases, calculation methods improve and uncertainty decreases, the Company will consider the possibility of disclosing relevant information in future reporting periods

	Nº	DISCLOSURE	SECTION	COMMENT
Strategy (continue)	IFRS S2 14	(a) information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation; (b) information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a). (c) quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	Mitigation of climate impacts, p. 115 Climate change adaptation, p. 118	The Company plans to analyse and quantify climate-related risks and opportunities in the subsequent reporting periods. As the availability of data increases, calculation methods improve and uncertainty decreases, the Company will consider the possibility of disclosing relevant information in future reporting periods
	IFRS S2 21	(a) explain why it has not provided quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity; (b) provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity; and (c) provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors	IFRS S2 Climate-related disclosures content index	
Risk management	IFRS S2 25	(a) the entity’s assessment of its climate resilience as at the reporting date; (b) how and when the climate-related scenario analysis was carried out	Approach to management of sustainability-related risks and opportunities, p. 24 Climate-related risks and opportunities, p. 120	
Metrics & targets	IFRS S2 29	(a) GHG emissions; (b) the amount and percentage of assets or business activities vulnerable to climate-related transition risks; (c) the amount and percentage of assets or business activities vulnerable to climate-related physical risks; (d) the amount and percentage of assets or business activities aligned with climate-related opportunities; (e) the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities (f) internal carbon prices; (g) a description of whether and how climate-related considerations are factored into executive remuneration; and the percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations	Sustainability management system, p. 19, 21 Mitigation of climate impacts, p. 117, 118 Climate change adaptation, p. 118 GHG emission indicators and metrics, p. 118, 129	In the reporting period, ALROSA did not use the internal carbon price as a decision-making tool in strategic planning. The Company continues to assess the feasibility of introducing internal carbon prices in future periods as regulation develops and the availability of relevant data increases
	IFRS S2 32	Industry-based metrics that are associated with one or more particu-lar business models, activities or other common features that char-acterise participation in an industry	IFRS S2 Climate-related disclosures content indexSASB content index	The Company also uses sector standards of the International Sustainability Standards Board (ISSB), in particular the Sustainability Accounting Standards Board (SASB) Metals and Mining Standard

Metrics & targets
(continue)

Nº	DISCLOSURE	SECTION	COMMENT
IFRS S2 33	(a) the metric used to set the target; (b) the objective of the target; (c) the part of the entity to which the target applies; (d) the period over which the target applies; (e) the base period from which progress is measured; (f) any milestones and interim targets; (g) if the target is quantitative, whether it is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target	Mitigation of climate impacts, p. 117	
IFRS S2 34	Information about the entity’s approach to setting and reviewing each target, and how it monitors progress against each target, including: (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the entity’s processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions	Sustainability management system, p. 19	
IFRS S2 35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity’s performance	Mitigation of climate impacts, p. 117 GHG emission indicators and metrics, p. 129	
IFRS S2 36	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33-35, an entity shall disclose: (a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; (e) the entity’s planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target	Mitigation of climate impacts, p. 117	

SASB content index

TOPIC OF THE STANDARD	Nº	DISCLOSURE	SECTION	COMMENTS
Greenhouse Gas Emissions	EM-MM-110a.1	1. Gross global Scope 1 emissions 2. Percentage covered under emissions limiting regulations	GHG emission indicators and metrics, p. 128	To date, no direct GHG emission-limiting regulations are in effect in Russia
	EM-MM-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Approach to managing climate issues, p. 115 Mitigation of climate impacts, p. 117	
Air Quality	EM-MM-120a.1	Air emissions of the following pollutants: 1. CO 2. NO _x (excluding N ₂ O) 3. SO _x 4. particulate matter (PM10) 5. mercury (Hg) 6. lead (Pb) 7. volatile organic compounds (VOCs)	Air emissions, p. 142	Emissions under points (5) and (6) are not disclosed due to insignificant volume
Energy Management	EM-MM-130a.1	1. Total energy consumed, 2. percentage grid electricity and 3. percentage renewable	Energy consumption and energy efficiency metrics, p. 130	
Water Management	EM-MM-140a.1	1. Total water withdrawn, 2. Total water consumed; 3. Percentage of water withdrawn in regions with High or Extremely High Baseline Water Stress 4. Percentage of water consumed in regions with High or Extremely High Baseline Water Stress	Water use indicators, p. 146	ALROSA does not withdraw or discharge water in regions classified as water-scarce in accordance with the Water Strategy approved by Russian Government Resolution No. 1235-r of 27 August 2009
	EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	SASB content index	In 2025 there were no incidents of non-compliance associated with water quality permits, standards and regulations
Waste and Hazardous Materials Management	EM-MM-150a.4	Total weight of non-mineral waste generated	Waste management indicators, p. 150 Additional indicators, p. 235	
	EM-MM-150a.5	Total weight of tailings produced	Waste management indicators, p. 150 Additional indicators, p. 235	
	EM-MM-150a.6	Total weight of waste rock generated	Waste management indicators, p. 150 Additional indicators, p. 235	

TOPIC OF THE STANDARD	Nº	DISCLOSURE	SECTION	COMMENTS
Waste and Hazardous Materials Management (continue)	EM-MM-150a.7	Total weight of hazardous waste generated	Waste management indicators, p. 150 Additional indicators, p. 235	
	EM-MM-150a.8	Total weight of hazardous waste recycled	Waste management indicators, p. 150 Additional indicators, p. 235	In 2025 the total weight of hazardous waste (classes I-III) sent for recycling and neutralisation ¹ equalled 2,662 tonnes
	EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	SASB content index	In 2025 there were no significant incidents associated with hazardous materials and waste management
	EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive ² operations	Approach to waste management, p. 148	
Biodiversity Impacts	EM-MM-160a.1	Description of environmental management policies and practices for active sites	Approach to environmental management, p. 137 Biodiversity management approach, p. 160	
	EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	SASB content index	0% Diamond mining and processing in Yakutia and the Ar-khangelsk Region are carried out at deposits composed of kimberlites – rocks of ultrabasic composition, predominantly having a neutral or slightly alkaline pH, and, as a result, the rocks retain their natural properties and are characterised by a complete absence of acidity
	EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	SASB content index	The information is not disclosed due to the confidential nature of the data
Security, Human Rights & Rights of Indigenous Peoples	EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	SASB content index	The Company does not operate in areas of conflict
	EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	SASB content index	The information is not disclosed due to the confidential nature of the data
	EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Approach to human rights compliance, p. 49 Human rights compliance mechanisms at ALROSA, p. 51	
Community Relations	EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Creation of jobs in the regions of operations, p. 80 Development of the regions of operations, p. 169	
	EM-MM-210b.2	(1) Number and (2) duration of non-technical delays (downtime or project delays caused by non-technical factors ³)	SASB content index	No non-technical delays in 2025
Labour Practices	EM-MM-310a.1	Percentage of active workforce employed under collective agreements	Human rights compliance mechanisms at ALROSA, p. 51	The share of employees covered by Collective Bargaining Agreements in effect at ALROSA is 93% of personnel

¹ The value was calculated according to Russian methodological approaches.
² Inactive operations are sites, assets or production areas where mining operations were temporarily suspended, as well as sites at the stage of closure, reclamation or maintenance.
³ Excluding strikes and lockouts (EM-MM-310a.2).

TOPIC OF THE STANDARD	Nº	DISCLOSURE	SECTION	COMMENTS
	EM-MM-310a.2	(1) Number and (2) duration of strikes and lockouts	SASB content index	No strikes or lockouts in 2025
Workforce Health & Safety	EM-MM-320a.1	(1) All-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) direct employees and (b) contract employees	Training and development of a safety culture, p. 101 Occupational injuries, p. 106	The Company has no NMFR accounting system
Business Ethics & Transparency	EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	Approach to business ethics and anti-corruption, p. 40	
	EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Corruption Perception Index	SASB content index	The Company does not produce diamonds in the 20 lowest rankings in Corruption Perception Index
Tailings Storage Facilities Management	EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP	Management of hydraulic structures, p. 154	
	EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	Management of hydraulic structures, p. 154	
	EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	Management of hydraulic structures, p. 155	For more details, see the Corporate Standard on Tailings Management of PJSC ALROSA
Reserves Valuation & Capital Expenditures	EM-MM-000.A	Production of (1) metal ores and (2) finished metal products	SASB content index	For more details on ALROSA's operating performance in the reporting year, see the Company's 2025 Annual Report
	EM-MM-000.B	Total number of employees, percentage contractors	Headcount and personnel structure, p. 75	As at the end of 2025, ALROSA Group's total headcount reached 32,932 people. The average headcount of ALROSA Group was 33,167 people. The average headcount of contractors controlled by the Company in 2025 was 1,754 people

Public Business Capital Reporting

Nº	DISCLOSURE	SECTION	COMMENT
I. ENVIRONMENTAL INDICATORS			
PBCS 1	Total water withdrawal	Use of water resources, p. 146	22,890 thousand m³ (excluding intragroup operations)
PBCS 2	Use of water from all sources	Use of water resources, p. 146	14,308 thousand m³
PBCS 3	Percentage of recycled and reused water in total own water consumption from all sources	Business model, p. 8 Use of water resources, p. 146	89%
PBCS 4	Wastewater (polluted, clean standard-quality, treated to standard quality) discharged into water bodies and polluted effluents sent for treatment to other enterprises	Use of water resources, p. 146 Additional indicators, p. 235	Total water discharge — 74,868 thousand m³ Treated to standard quality — 12,487 thousand m³ Clean standard-quality — 8,595 thousand m³ Partially clean — 53,786 thousand m³
PBCS 5	Total generation of hazard class I–V waste, including: • Class I • Class II • Class III • Class IV • Class V	Waste management indicators, p. 150 Additional indicators, p. 235	Total generation of hazard class I–V waste — 104,120,254 tonnes including: • Class I — 2 tonnes; • Class II — 13 tonnes; • Class III — 2,710 tonnes; • Class IV — 7,330 tonnes; • Class V — 104,110,206 tonnes (including 104,101,908 tonnes of mining waste)
PBCS 6	Waste managed, total, with a breakdown by category: waste utilised (including for reuse, for recovery of energy), waste neutralised, waste landfilled	Waste management indicators, p. 150 Additional indicators, p. 236	Waste management, total — 104,118,764 tonnes including by category: waste utilised (including for reuse, for recovery of energy) — 2,791,494 tonnes; waste neutralised — 2,355 tonnes; waste landfilled — 101,325,681 tonnes (including 101,316,803 tonnes of mining waste)
PBCS 7	Air pollutant emissions from stationary sources	Indicators of pollutant emissions, p. 142	14,762 tonnes

PBCS 8	Greenhouse gas emissions, including direct and indirect emissions	Business model, p. 8 GHG emission indicators and metrics, p. 128	Direct and indirect GHG emissions (Scope 1, 2 and 3) ¹ — 1,819.46 thousand tonnes of CO ₂ -equivalent Sum of direct GHG emissions and energy indirect GHG emissions — 1,320.5 thousand tonnes of CO ₂ -equivalent including: direct GHG emissions — 1,298.2 thousand tonnes of CO ₂ -equivalent energy indirect GHG emissions — 22.3 thousand tonnes of CO ₂ -equivalent
PBCS 9	Product carbon footprint	GHG emission indicators and metrics, p. 129	–1.18 kg of CO ₂ -equivalent/carat
PBCS 10	Total environmental protection expenditures, including: • air protection and climate change prevention • wastewater collection and treatment; • waste management • conservation of biodiversity and natural areas; • land protection and rational use; • land rehabilitation; • protection of the environment from noise, vibration or other physical impacts; • radiation safety of the environment; • other environmental protection measures	Business model, p. 8 Environmental protection, p. 134, 137, 159, 162	Expenses related to environmental protection measures — RUB 11,393 million including those related to: • atmospheric air protection and climate change prevention — RUB 194 million; • wastewater collection and treatment — RUB 491 million • waste management — RUB 7,887 million • protection and rehabilitation of land, protection of surface and ground waters — RUB 2,448 million • protection of the environment from noise, vibration and other physical impacts — RUB 1 million • conservation of biodiversity and protection of natural areas — RUB 87 million • radiation safety of the environment — RUB 2 million • R&D to reduce negative anthropogenic impacts on the environment — RUB 128 million; • other areas — RUB 86 million; • statutory environmental payments — RUB 68 million
PBCS 11	Amount of renewable and low-carbon energy consumption	Business model, p. 8 Energy consumption and energy efficiency metrics, p. — Additional indicators, p —	Consumption of electric and heat energy from RES — 3,553 TJ 42% of total energy consumption

¹ The Company's methodology for quantifying direct and indirect GHG emissions of Scope 1, 2 and 3 is based on the GHG Protocol. All the graphs show data according to this methodology. Types of greenhouse gases included in the quantification of direct and indirect GHG emissions of Scope 1, 2 and 3: CO₂ (carbon dioxide), CH₄ (methane), N₂O (nitrous oxide). Emissions of HFC (hydrofluorocarbon), PFC (perfluorinated organic compounds), SF₆ (sulfur fluoride (VI)), NF₃ (nitrogen fluoride (III)) are not typical of ALROSA.



Nº	DISCLOSURE	SECTION	COMMENT
PBCS 12	Own energy consumption, excluding heat and electricity supply to external consumers, total, including: • heat • electricity • by type of fuel used	Energy consumption and energy efficiency metrics, p. 130	Own energy consumption, excluding heat and electricity supply to external consumers, total — 19,707 TJ including: • heating — 3,850 TJ; • electricity — 4,656 TJ; by type of fuel used: • diesel fuel — 8,109 TJ; • fuel oil — 1,320 TJ • natural gas — 6,405 TJ • oil — 860 TJ; • aviation fuel — 1,303 TJ • other — 304 TJ
PBCS 13	Percentage of secondary resources in the total amount of material resources used to produce goods, perform work, provide services or generate energy	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 14	Environmental impact fee	Environmental expenditures, p. 137	RUB 60 million
PBCS 15	Compensation payments and fines, including: fines for non-compliance with environmental laws compensation for damage caused to the environment	Environmental monitoring and control, p. 137	Total amount of fines paid for violation of environmental laws — RUB 90 thousand.
PBCS 16	Accidents and incidents resulting in negative environmental impacts (including those caused by man-made emergencies)	Public Business Capital reporting	In 2025 there were no accidents and incidents resulting in negative environmental impacts (including those caused by man-made emergencies)
PBCS 17	Capital investments aimed at environmental protection and rational use of natural resources, including: • wastewater management • air protection and climate change prevention • protection and environmental rehabilitation of land, surface water and groundwater • waste management • noise and vibration abatement • conservation of biodiversity and protection of natural areas • other environmental protection measures	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology

Nº	DISCLOSURE	SECTION	COMMENT
PBCS 18	Certification of the organisation’s energy management system	Mitigation of climate impacts, p. 118	ALROSA piloted an energy management system compliant with ISO 50001:2018 across three MPDs.

II. SOCIAL INDICATORS

PBCS 19	Total payroll expenses	Business model, p. 9 Remuneration and motivation, p. 81	RUB 92,469 million (salaries, payroll contributions and other employee benefits)
PBCS 20	Ratio of the average wage in the organisation to the average wage level in the region	Public Business Capital reporting	Ratio of ALROSA Group entities average monthly salary to regional average monthly salary: • Russia – 2.0 • Republic of Sakha (Yakutia) — 1.5 • Arkhangelsk Region — 1.4 • Sverdlovsk Region — 1.5 • St. Petersburg — 1.2
PBCS 21	Average headcount	Additional indicators, p. 233	33,167 employees
PBCS 22	Costs to reintegrate (provide vocational rehabilitation to) employees with disabilities	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 23	Percentage of employees with disabilities	Employee recruitment and onboarding, p. 77 Additional indicators, p. 231	0.7%
PBCS 24	Percentage of employees classified as veterans in accordance with the Federal Law “On Veterans”: veterans of the Great Patriotic War; veterans of combat operations in the USSR, Russian Federation, and other countries; military service veterans	Additional indicators, p. 231	1.2%
PBCS 25	Percentage of employees by: • gender; • age group	Headcount and personnel structure, p. 76 Additional indicators, p. 230	Personnel structure by gender: • 32% — women • 68% — men by age: • under 30 — 12% • 30–50 — 62% • over 50 — 26%

¹ The average monthly nominal salary of employees in the economy as a whole for the constituent entities of the Russian Federation is indicated in accordance with Rosstat data (https://rosstat.gov.ru/labour_market_employment_salaries)



Nº	DISCLOSURE	SECTION	COMMENT
PBCS 26	Average salary, including with a breakdown by: • occupation groups (separately for managers and separately for other employees); • by gender, with account for occupation groups; • by age groups	Business model, p. 8 Remuneration and motivation, p. 81 Additional indicators, p. 233	Average salary at ALROSA Group— RUB 202.1 thousand The Company does not track the indicator with a breakdown required by the standard
PBCS 27	Expenses related to occupational health and industrial safety events, total, including average expenses per employee	Business model, p. 8 ALROSA's safety improvement projects, p. 105	Total expenses— RUB 3,372 million Average expenses per employee, RUB 101.7 thousand
PBCS 28	Expenses to organise and hold social, including sports, events for employees and their family members, total, including average expenses per employee	Social support and partnership, p. 83	Total expenses— RUB 3.2 billion Average expenses per employee — RUB 96,481
PBCS 29	Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 man-hours for the organisation's employees, excluding contractors' employees	Occupational injuries, p. 106	1.056
PBCS 30	Number of fatalities among the organisation's employees, excluding contractors' employees	Occupational injuries, p. 106	2 fatalities for the ALROSA Group
PBCS 31	Employee training costs of the organisation, per employee The organisation's employee training expenses as a percentage of the organisation's total management expenses	Results of employee training in 2025, p. 80	ALROSA's total employee training expenses— RUB 464 million Expenses per employee— RUB 13,990 Employee training expenses as a percentage of the organisation's total management expenses— 2%
PBCS 32	Average hours of training per year per employee	Results of employee training in 2025, p. 88	43 hours
PBCS 33	Percentage of employees covered by collective bargaining agreements in the average headcount	Human rights compliance mechanisms at ALROSA, p. 51	93%
PBCS 34	Employee turnover rate	Headcount and personnel structure, p. 76 Additional indicators, p. 232	7.5%

Nº	DISCLOSURE	SECTION	COMMENT
PBCS 35	Expenses to support social programmes, including charity, not intended for employees or their family members, total, including in the following areas: • Healthcare • Education and science • Sports • Culture, art and tourism • Accessible infrastructure and inclusive environment • Landscaping and comfortable urban environment • Creation and placement of social advertisements • Provision of housing • Public security and anti-terrorist protection of infrastructure • Support for people in need of social care, including support for people falling into the following categories of veterans under the Federal Law On Veterans: • Veterans of the Great Patriotic War • Veterans of combat operations in the USSR, Russian Federation and other countries • Military service veterans	Social investments, p. 173	RUB 4.2 billion
PBCS 36	Expenses to organise and hold medical events for employees and their family members, total, including average expenses per employee	Health and wellness programmes, p. 175	Total expenses— RUB 1,236 million RUB 37 thousand per employee on average
PBCS 37	Share of employees participating in corporate volunteering projects, and the total number of corporate volunteering projects	Corporate volunteering, p. 90	Total number of corporate volunteering projects— 11 The Company does not keep records of the number of employees participating in corporate volunteering projects
PBCS 38	Fines and penalties imposed on the organisation for non-compliance with labour laws	Public Business Capital reporting	RUB 215 thousand
PBCS 39	Average number of children under the age of six per employee ¹	Public Business Capital reporting	0.19 people for PJSC ALROSA. The indicator is not tracked within ALROSA Group's perimeter
PBCS 40	Average number of children per employee ¹	Public Business Capital reporting	1.25 people for PJSC ALROSA. The indicator is not tracked within ALROSA Group's perimeter
PBCS 41	Percentage of parents having three or more children in the total number of employees ¹	Public Business Capital reporting	The indicator is not tracked within ALROSA Group's perimeter
PBCS 42	Percentage of employees being in a registered marriage ¹	Public Business Capital reporting	58% for PJSC ALROSA The indicator is not tracked within ALROSA Group's perimeter

¹ In employment relations, the collection of information on marital status and family composition is not mandatory, so the data may be incomplete.



Nº	DISCLOSURE	SECTION	COMMENT
PBCS 43	Amount of the one-time payment (including in the form of financial assistance) to employees after a birth of a child paid during the first year after the birth of the child	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter
PBCS 44	Availability of an occupational health and safety management system	Approach to occupational health and safety management, p. 97	The Company's OHS management system applies to all employees and contractors

III. GOVERNANCE INDICATORS

PBCS 45	The organisation has a sustainability policy and/or other related strategic documents (sustainability strategy, environmental strategy, strategy for implementing prompt and long-term measures to adapt to climate change and mitigate anthropogenic impacts on the climate — a climate strategy)	Strategic priorities and objectives, p. 16 Approach to managing climate issues, p. 115	The Company has a Sustainability Policy , implements measures under the ALROSA Group Sustainability Programme 2025-2029 , Environmental and Climate Change Strategies to 2035
PBCS 46	The organisation has a management body or committee established under the collective management body of the organisation responsible for approving and monitoring the implementation of the sustainability policy and/or other related strategic documents (e.g. sustainability strategy, climate strategy)	Sustainability management system, p. 17	The Supervisory Board has an advisory body—the Strategy and Sustainable Development Committee— established for preliminary consideration of strategic planning and sustainable development matters
PBCS 47	Inclusion of sustainability — and climate-related targets in the organisation’s remuneration policy to determine management remuneration	Strategic priorities and objectives, p. 16, 19, 21	The Company's sustainability targets are integrated into ALROSA's top management remuneration policy
PBCS 48	Percentage of independent directors in the collective management body	Sustainability management system, p. 19	20% (3 out of 15) of the Supervisory Board members are independent
PBCS 49	Percentage of female managers in the total number of managers, total, including in collective management bodies	Sustainability management system, p. 19 Headcount and personnel structure, p. 76	Percentage of women in the Supervisory Board — 7% Percentage of women among managers — 27%
PBCS 50	Number of recorded incidents of violation of the rights of indigenous minorities of the Russian Federation	Public Business Capital reporting	In 2025 there were no violations of the rights of indigenous minorities of the Russian Federation by the Company
PBCS 51	Percentage of employees in positions with high corruption risk	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter

PBCS 52	Average hours of training on anti-corruption issues per employee	Public Business Capital reporting	2 hours
PBCS 53	The organisation has a policy on managing risks, including climate risks, and/or other risk management documents	Management of sustainability-related risks and opportunities, p. 22 Climate-related risks and opportunities, p. 120	The Company has a Risk Management and Internal Control Policy
PBCS 54	Cases of being held liable under the laws of the Russian Federation for infringement of consumer rights	Public Business Capital reporting	In 2025 the Company was not held liable under the laws of the Russian Federation for violation of consumer rights
PBCS 55	Number of recorded socially significant incidents (strikes)	Public Business Capital reporting	In 2025 there were no socially significant incidents (strikes) related to the Company's operations
PBCS 56	The organisation has a policy and/or other documents stipulating the application of inclusion principles	Approach to human rights compliance, p. 51 Employee recruitment and onboarding, p. 77	The Company has a Diversity and Inclusion Policy
PBCS 57	The organisation has written obligations to take comprehensive measures to foster inclusion: • ensure the accessibility of its own territories, premises and services for people with disabilities; • run inclusion-related education and training programmes for its personnel; • implement technical solutions to ensure the accessibility of workplaces for people with disabilities; • create jobs for people with disabilities; • and provide quarterly reports on the discharge of such obligations	Approach to human rights compliance, p. 51	Ensuring an accessible and inclusive environment is one of ALROSA's diversity and inclusion obligations set forth in the Diversity and Inclusion Policy
PBCS 58	Amount of granted claims under lawsuits involving the issuer as a respondent: in cases concerning claims against the current or former members of the issuer’s governing bodies in cases challenging transactions under Articles 173 and 174 of the Civil Code of the Russian Federation in cases challenging resolutions of the issuer’s governing bodies, as well as disputes involving the issuer in other lawsuits related to violations of corporate laws	Public Business Capital reporting	In 2025 there were no claims under lawsuits involving ALROSA Group issuers as a defendant



Nº	DISCLOSURE	SECTION	COMMENT
PBCS 59	Amount of granted claims under lawsuits involving the issuer as a respondent	Public Business Capital reporting	In 2025 there were no claims under lawsuits involving ALROSA Group issuers as a defendants
PBCS 60	Amount of fines imposed on the organisation and its officers for violation of the laws of the Russian Federation on joint-stock companies and securities, and corporate relations in joint-stock companies	Public Business Capital reporting	In 2025 there were no fines imposed on ALROSA or its officers for violation of the laws of the Russian Federation on joint-stock companies and securities, and corporate relations in joint-stock companies

IV. ECONOMIC INDICATORS

PBCS 61	Revenue (its equivalent)	Business model, p. 8, 9	Revenue including income from subsidies—RUB 241.1 billion
PBCS 62	Labour productivity	Public Business Capital reporting	97.6%
PBCS 63	Statutory payments accrued (excluding fines and penalties), total ¹ , including: taxes and levies insurance contributions other statutory payments	Public Business Capital reporting	Statutory payments accrued, total—RUB 52,040 million including: taxes and levies—RUB 31,276 million; insurance contributions—RUB 19,555 million; other statutory payments—RUB 1,209 million
PBCS 64	Statutory payments made (excluding fines and penalties), total, including: taxes and levies insurance contributions other statutory payments	Business model, p. 8, 9	Statutory payments made, total—RUB 52,929 million including: taxes and levies—RUB 29,699 million; insurance contributions—RUB 23,230 million; other statutory payments—RUB 1,209 million
PBCS 65	Percentage of Russian goods, work and services in total purchases of goods, work and services	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter
PBCS 66	Percentage of goods, work and services purchased from SMEs in total purchases from Russian entities	Procurement from local suppliers, p. 186	Purchases from SMEs account for 31% of ALROSA’s total purchases
PBCS 67	Amount of sustainable investments, including green investments, and percentage of such investments in total investments	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter

PBCS 68	Amount of investments in projects related to the achievement of technological sovereignty and structural adaptation of the Russian economy, and the percentage of such investments in total investments Ratio of the organisation’s investments in projects related to the achievement of technological sovereignty and structural adaptation of the Russian economy to the organisation’s total management expenses	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter
PBCS 69	Total number of climate-vulnerable facilities, their share in the total number of PPE items on the organisation’s balance sheet	Climate change adaptation, p. 118	In 2025 the Company identified 130 climate-vulnerable facilities within ALROSA Group’s perimeter. All facilities are designed taking into account the specifics of their location in permafrost areas in strict compliance with the requirements of Russian laws. For all climate-vulnerable facilities, the Company takes the adaptation measures necessary to ensure reliable operation.
PBCS 70	Percentage of facilities for which a quantitative and/or qualitative assessment of climate risks was performed	Climate change adaptation, p. 118	In the reporting year, the Company conducted a quantitative and qualitative assessment of climate risks for 130 facilities
PBCS 71	Efficiency of climate change adaptation measures and/ or cost-effectiveness of climate change adaptation measures implemented as part of corporate plans, strategies or programmes intended for climate change adaptation (if any)	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter
PBCS 72	Potential damage from exposure to climate risks	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter

V. BUSINESS REPUTATION

PBCS 73	Received ratings of responsible business conduct (ECG rating (ESG rating), sustainability ratings), inclusion of the organisation in sustainable development and responsible business indices and/or rankings	Key sustainability ratings, rankings, indices and awards, p. XX	ECG rating for PJSC ALROSA—104 points out of 170
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¹ Data are presented based on IFRS financial statements.

Nº	DISCLOSURE	SECTION	COMMENT
VI. INDICATORS DEMONSTRATING THE ORGANISATION’S CONTRIBUTION TO THE SOCIAL WELFARE AND STRATEGIC DEVELOPMENT OF THE RUSSIAN FEDERATION NOT INCLUDED IN THE OTHER SECTIONS			
Preservation of the population, strengthening health and improving the well-being of people, supporting families			
PBCS 74	Expenses of the organisation to implement family and parenthood support programmes Expenses of the organisation to implement family and parenthood support programmes as a percentage of the organisation’s total management expenses	Public Business Capital reporting	The indicator is not tracked within ALROSA Group’s perimeter
PBCS 75	Expenses of the organisation to implement occupational health and safety measures as a percentage of the organisation’s total management expenses	Public Business Capital reporting	Expenses of the organisation to implement occupational health and safety measures as a percentage of the organisation’s total management expenses — 16%
PBCS 76	Expenses of the organisation to support the health of employees and local community members, including: expenses of the organisation to support the health of employees expenses of the organisation to support the health of local community members Expenses of the organisation to support the health of employees and local community members as a percentage of the organisation’s total management expenses	Public Business Capital reporting	Expenses to support the health of employees — RUB 1,236 million The Company’s expenses to support the health of employees as a percentage of the Company’s total management expenses — 6%
PBCS 77	Expenses of the organisation to develop healthcare infrastructure Expenses of the organisation to develop healthcare infrastructure as a percentage of the organisation’s total management expenses	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 78	Expenses of the organisation to support socially vulnerable groups of people Expenses of the organisation to support socially vulnerable groups of people as a percentage of the organisation’s total management expenses, %	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology

Nº	DISCLOSURE	SECTION	COMMENT
PBCS 79	Expenses of the organisation to promote grassroots sports Expenses of the organisation to promote grassroots sports as a percentage of the organisation’s total management expenses	Public Business Capital reporting	Expenses on cultural and sports events for employees — RUB 1,910 million Percentage in management expenses — 9%
Self-fulfilment of each person, unlocking their talent, and educating a patriotic and socially responsible person			
PBCS 80	Expenses of the organisation to support education, including: to support general education institutions to support secondary vocational education institutions career guidance for children and young people to support additional education for children and young people to support higher education institutions	Public Business Capital reporting	The Company does not track this indicator with a breakdown required by the Public Business Capital Standard methodology
PBCS 81	Expenses of the organisation to finance initiatives and projects aimed at fostering traditional Russian spiritual, moral, cultural and historical values Expenses of the organisation to finance initiatives and projects aimed at fostering traditional spiritual, moral, cultural and historical values as a percentage of the organisation’s total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 82	Volunteering expenses of the organisation Volunteering expenses of the organisation as a percentage of the organisation’s total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Corporate volunteering, p. 90	Volunteering expenses — more than RUB 3.9 million Percentage in management expenses — 0.02%
PBCS 83	Expenses of the organisation to develop infrastructure for culture, art and folk art Expenses of the organisation to develop infrastructure for culture, art and folk art as a percentage of the organisation’s total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Social investments, p. 173	RUB 103 million



Nº	DISCLOSURE	SECTION	COMMENT
Comfortable and safe living environment			
PBCS 84	Expenses of the organisation to improve the housing conditions of employees (local community members) Expenses of the organisation to improve the housing conditions of employees (local community members) as a percentage of the organisation's total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Social support and partnership, p. 85 Social investments, p. 173	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 85	Expenses of the organisation related to improvement and comprehensive development of cities and other settlements Expenses of the organisation related to improvement and comprehensive development of cities and other settlements as a percentage of the organisation's total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Social investments, p. 173	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 86	Expenses of the organisation to improve the quality of roads Expenses of the organisation to improve the quality of roads as a percentage of the organisation's total management expenses	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology
Ecological well-being			
PBCS 87	Ratio of the organisation's expenses to implement environmental protection measures to the organisation's total management expenses	Public Business Capital reporting	55%
Stable and dynamic economy			
PBCS 88	Expenses for corporate non-state pension and/or long-term savings schemes, total and per employee Expenses for corporate non-state pension and/or long-term savings schemes as a percentage of the organisation's total management expenses	Pension plan, p. 85	Corporate pension plan expenses — RUB 817 million Expenses for the corporate pension plan as a percentage of the Company's total management expenses — 4%
PBCS 89	Expenses of the organisation to implement projects aimed at enhancing the tourism appeal of the Russian Federation Expenses of the organisation to implement projects aimed at enhancing the tourism appeal of the Russian Federation as a percentage of the organisation's total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27	The Company does not track this indicator according to the Public Business Capital Standard methodology

Nº	DISCLOSURE	SECTION	COMMENT
Technological leadership			
PBCS 90	Ratio of the organisation's investments in projects related to the achievement of technological sovereignty and structural adaptation of the Russian economy to the organisation's total management expenses	Public Business Capital reporting	The Company does not track this indicator according to the Public Business Capital Standard methodology
PBCS 91	Total research and/or development expenses of the organisation Research and/or development expenses as a percentage of the organisation's total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Innovation management, p. 60	Total research and/or development expenses of the organisation — RUB 1.1 billion Research and/or development expenses as a percentage of the organisation's total management expenses — 5%
Digital transformation of state and municipal administration, the economy, and social sphere			
PBCS 92	Expenses of the organisation to finance projects to develop and implement Russian IT solutions, including data storage and processing solutions, aimed at import substitution, including those implemented by start-ups	Innovation management, p. 58	RUB 4,847 million invested in domestic IT solutions in 2025
PBCS 93	Ratio of the organisation's expenses to finance projects to develop and implement Russian IT solutions aimed at import substitution, including those implemented by start-ups, to the organisation's total management expenses	Public Business Capital reporting	23%
PBCS 94	Information security expenses of the organisation Ratio of the organisation's information security expenses to the organisation's total management expenses	Contribution to the UN SDGs and the National Development Goals of the Russian Federation, p. 27 Information security at ALROSA, p. 69	RUB 138 million
PBCS 95	Ratio of the organisation's digital security expenses to the organisation's total management expenses	Public Business Capital reporting	0.7%

Additional indicators

EMPLOYEES

GRI 2-7

Headcount by gender, persons				
INDICATOR	2022	2023	2024	2025
Headcount as at year-end	33,756	35,106	35,511	32,932
Women	10,623	10,827	10,860	10,510
Men	23,133	24,279	24,651	22,422

GRI 2-7

Headcount by region of operations, persons				
INDICATOR	2022	2023	2024	2025
Headcount, including:	33,756	35,106	35,511	32,932
employees working in Russia	33,292	35,028	35,417	32,910
employees working in foreign countries	464	78	94	22

GRI 2-7

Headcount by type of employment contract and gender, persons				
INDICATOR	2022	2023	2024	2025
Permanent employees	30,749	32,080	32,417	30,558
Women	10,044	10,232	10,288	9,978
Men	20,705	21,848	22,129	20,580
Share of permanent employees	91%	91%	91%	93%
Temporary employees	3,007	3,026	3,075	2,374
Women	579	595	553	532
Men	2,428	2,431	2,522	1,842
Share of temporary employees	9%	9%	9%	7%

GRI 2-7

Headcount by type of employment and gender, persons				
INDICATOR	2022	2023	2024	2025
Full-time employees	33,716	35,039	35,374	31,743
Women	10,596	10,776	10,772	10,161
Men	23,120	24,263	24,602	21,582
Share of full-time employees	100%	100%	100%	96%
Part-time employees	40	67	137	1,189
Women	27	51	88	349
Men	13	16	49	840
Share of part-time employees	0%	0%	0%	4%

Headcount by type of employment contract and type of employment in significant regions in Russia in 2025, persons				
INDICATOR	BY TYPE OF EMPLOYMENT CONTRACT		BY TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Republic of Sakha (Yakutia)	23,953	2,059	25,235	777
Smolensk Region	1,267	44	1,268	43
Arkhangelsk Region	1,622	36	1,643	15
St. Petersburg	496	17	512	1
Other regions of Russia	3,220	199	3,066	353
Total	30,558	2,355	31,724	1,189

Headcount by nationality, persons

INDICATOR	2022	2023	2024	2025
Headcount, including:	33,756	35,037	35,511	32,932
Russian citizens	33,224	34,499	34,874	32,451
Citizens of CIS countries	407	479	527	425
Foreign citizens	125	59	110	56
Share of Russian citizens	98.4%	98.5%	98%	98.5%
Share of employees from CIS countries	1.2%	1.4%	1.5%	1.3%
Share of employees from among citizens of foreign countries	0.4%	0.1%	0.3%	0.2%
Headcount of indigenous employees	4,463	4,458	4,420	4,022
Share of indigenous employees in the total number of employees	13%	13%	12%	12%

GRI 405-1GRI 14.21.5

Headcount by employee category, persons

INDICATOR	2022	2023	2024	2025
Managers	4,290	4,381	4,365	4,211
Women	1,127	1,117	1,123	1,145
Men	3,163	3,264	3,242	3,066
Share of women managers	26%	25%	26%	27%
Specialists and staff	7,786	8,183	8,260	7,945
Women	4,356	4,520	4,533	4,421
Men	3,430	3,663	3,727	3,524
Share of female specialists and staff	56%	55%	55%	56%
Workers	21,680	22,542	22,886	20,776
Women	5,143	5,187	5,204	4,944
Men	16,537	17,355	17,682	15,832
Share of women workers	24%	23%	23%	24%

GRI 405-1GRI 14.21.5PBCS 25

Headcount by age group, persons

INDICATOR	2022	2023	2024	2025
Employees under 30	4,897	4,462	4,447	3,862
Women	1,293	1,196	1,169	1,084
Men	3,604	3,266	3,278	2,778
Share of women among employees under 30	26%	27%	26%	28%
Employees aged 30 to 50 (from 31 to 50 inclusive)	20,354	22,550	22,408	20,539
Women	6,550	6,993	6,920	6,579
Men	13,804	15,557	15,488	13,960
Share of women among employees aged 31 to 50	32%	31%	31%	32%
Employees over 50 (51 and older)	8,505	8,094	8,656	8,531
Women	2,784	2,654	2,771	2,847
Men	5,721	5,440	5,885	5,684
Share of women among employees over 50 (51 and older)	33%	33%	32%	33%
Average age of employees	41	43	43	42



GRI 405-1

GRI 14.21.5

Headcount by employee category and age group

INDICATOR	2025	
	persons	%
Managers	4,211	13% of the total headcount
Employees under 30	154	4% of total category headcount
Employees aged 30 to 50	3,100	74% of total category headcount
Employees over 50	957	23% of total category headcount
Specialists and staff	7,945	23% of total category headcount
Employees under 30	1,065	13% of total category headcount
Employees aged 30 to 50	5,365	68% of total category headcount
Employees over 50	1,515	19% of total category headcount
Workers	20,776	64% of total category headcount
Employees under 30	2,643	13% of total category headcount
Employees aged 30 to 50	12,076	58% of total category headcount
Employees over 50	6,057	29% of total category headcount

Headcount by length of service, persons

INDICATOR	2022	2023	2024	2025
Headcount of ALROSA veteran workers (25 years of continuous service or more)	3,423	2,441	2,534	2,610
Headcount of employees with more than 10 years of service	14,002	11,688	12,387	12,382

Headcount by education level, persons

INDICATOR	2022	2023	2024	2025
Higher education	12,934	13,460	13,573	13,117
Secondary vocational education	6,994	7,031	7,276	6,841
Primary vocational education	4,678	4,308	3,995	3,612
Secondary education	8,446	9,786	10,561	9,358
Primary (incomplete secondary) education	704	521	106	4

PBCS 23

PBCS 24

Headcount by other categories, persons

INDICATOR	2022	2023	2024	2025
Employees with disabilities	160	184	195	217
Employees who are pensioners	—	—	3,047	2,898
Employees classified as veterans in accordance with the Federal Law “On Veterans”	—	—	340	381

GRI 401-1

GRI 14.17.3

Number of employees hired in the reporting year, persons

INDICATOR	2022	2023	2024	2025
Number of employees hired in the reporting year	12,815	13,201	12,293	8,992
By gender				
Women	2,796	2,561	2,587	1,975
Men	10,019	10,640	9,706	7,017
By age				
Employees under 30	4,531	4,693	4,573	3,363
Employees aged 30 to 50	6,386	6,918	6,012	4,375
Employees over 50	1,898	1,590	1,704	1,254
By nationality				
Russian citizens	12,144	12,505	11,746	8,656
CIS citizens	629	678	477	316
Citizens of foreign countries	42	18	70	20
By region				
Republic of Sakha (Yakutia)	—	—	10,788	7,881
Smolensk Region	—	—	367	228
Arkhangelsk Region	—	—	239	169
St. Petersburg	—	—	156	118
Other regions	—	—	743	596

GRI 401-1

GRI 14.17.3

Hiring turnover rate, %

BREAKDOWN	2022	2023	2024	2025
Total rate ¹	39	38	35	27
By gender ²				
Women	27	24	24	19
Men	45	45	40	31
By age				
Employees under 30	96	107	104	87
Employees aged 30 to 50	33	31	27	21
Employees over 50	23	20	20	15
By nationality				
Russian citizens	38	37	34	26
CIS citizens	158	144	92	76
Citizens of foreign countries	34	31	65	45
By region				
Republic of Sakha (Yakutia)	—	—	38	30
Smolensk Region	—	—	29	17
Arkhangelsk Region	—	—	15	10
St. Petersburg	—	—	31	23
Other regions	—	—	22	17

¹ Hereinafter, the average number of employees of ALROSA Group in the reporting period (people) was used as the denominator when calculating the total hiring and turnover ratio.
² Hereinafter, when calculating the staff turnover rate for ALROSA Group for various categories of employees (by gender, age groups, regions of operations, etc.), the given average headcount of a separate category of employees of ALROSA Group for the reporting period (people) – headcount of the category of employees at the end of the reporting period, adjusted by the reduction rate—was used as the denominator. The reduction rate is determined as the ratio of the average headcount of ALROSA Group for the reporting period to the headcount of ALROSA Group at the end of the reporting period.

GRI 401-1

GRI 14.17.3

Number of employees dismissed in the reporting year, persons

INDICATOR	2022	2023	2024	2025
Number of employees dismissed in the reporting year	4,470	2,616	2,967	2,495
By gender				
Women	1,272	800	876	770
Men	3,198	1,816	2,091	1,725
By age				
Employees under 30	1,124	554	636	564
Employees aged 30 to 50	2,135	1,689	1,876	1,514
Employees over 50	1,211	373	455	417
By nationality				
Russian citizens	4,097	2,571	2,892	2,432
CIS citizens	357	39	72	61
Citizens of foreign countries	16	6	3	2

GRI 401-1

GRI 14.17.3

PBCS 34

Employee turnover rate, %

BREAKDOWN	2022	2023	2024	2025
Total rate	14	8	9	7.5
By gender				
Women	12	8	8	7
Men	14	8	9	8
By age				
Employees under 30	23	13	15	15
Employees aged 30 to 50	11	8	9	7
Employees over 50	15	5	5	5
By nationality				
Russian citizens	13	8	8	7
CIS citizens	89	8	14	14
Citizens of foreign countries	13	10	3	5

PBCS 21

Average headcount, persons				
INDICATOR	2022	2023	2024	2025
Average headcount	32,434 ¹	34,439	34,966	33,167

PBCS 26

Average monthly salary, RUB				
BREAKDOWN	2022	2023	2024	2025
Total	161,586	173,226	190,136	202,073

GRI 405-2

GRI 14.21.6

Ratio of average salaries (remuneration) of women and men for each category of personnel, by significant regions of operations		
INDICATOR	2024	2025
Republic of Sakha (Yakutia)		
Managers, specialists, staff	0.57	0.58
Workers	0.54	0.55
Arkhangelsk Region		
Managers, specialists, staff	0.71	0.69
Workers	0.82	0.80
Smolensk Region		
Managers, specialists, staff	0.63	0.81
Workers	0.66	0.65
St. Petersburg		
Managers, specialists, staff	0.75	0.60
Workers	0.69	0.66
Other regions (Russia only)		
Managers, specialists, staff	0.84	0.83
Workers	1.01	0.86

¹ The value differs from the value in the 2022 Annual Report due to different data collection perimeters.
² In 2025 the Company restated the indicators for 2024 to comply with the methodology of the Public Business Capital Standard.

PBCS 20

Ratio of the average salary at ALROSA Group to the average salary in significant regions of operations ²		
INDICATOR	2024	2025
Russia	2.1	2.0
Republic of Sakha (Yakutia)	1.5	1.5
Arkhangelsk Region	1.4	1.4
Smolensk Region	1.6	1.5
St. Petersburg	1.1	1.2

CLIMATE CHANGE AND ENERGY EFFICIENCY

GRI 302-1

GRI 14.1.2

SASB EM-MM-150a.1

PBCS 11

PBCS 12

ALROSA Group’s energy consumption, TJ

INDICATOR	2022	2023 ¹	2024	2025
Electricity consumption, including:	5,858	5,426	5,384	4,656
purchased (from non-renewable sources)	901	60	63	64
purchased (from renewable sources)	809	4,404	4,180	3,552
self-generated (from non-renewable sources)	1,185	881	1,048	1,040
self-generated (from renewable sources)	2,962	82	93	0.1
Heat consumption, including:	4,400	4,469	3,920	3,850
purchased (from non-renewable sources)	217	216	206	190
purchased (from renewable sources)	0	0	0	0
self-generated (from non-renewable sources)	4,182	4,252	3,713	3,660
self-generated (from renewable sources)	0.5	0.5	0.6	0.4

Energy intensity of ALROSA Group, TJ/RUB million

INDICATOR	2022	2023	2024	2025
Energy intensity of ALROSA Group, TJ/RUB million	0.067	0.074	0.089	0.082
Total energy consumption, TJ	20,183	24,032	21,653	19,707
Revenue and income from subsidies, RUB million	300,168	326,521	244,072	241,129

Cash saved by reducing energy consumption as a result of measures, RUB million

INDICATOR	2022	2023	2024	2025
Cash saved by reducing energy consumption as a result of measures, including:	2,483	911	1,297	809
process redesign	1,341	676	839	244
equipment replacement	141	116	198	512
organisational measures	1,002	109	259	53
other measures	0	11	0.67	0

¹ For 2023, the Company recalculated values to eliminate inaccuracies.

ENVIRONMENTAL PROTECTION

PBCS 10

ALROSA Group's environmental costs, RUB million				
INDICATOR	2022	2023	2024	2025
Air protection and climate change prevention	88	257	118	194
Collection and treatment of wastewater	357	473	473	491
Waste management	4,600	6,930	7,922	7,887
Protection and rehabilitation of land, surface and groundwater	2,272	2,571	2,439	2,448
Protecting environment from noise, vibration or other physical impact	9	1	1	1
Conservation of biodiversity and protection of natural areas	31	134	164	87
Radiation safety of the environment	0	1	0	2
R&D to reduce negative anthropogenic impacts on the environment	86	144	142	128
Other	42	82	58	244
Statutory environmental payments	73	82	91	68
Total expenses to implement environmental protection measures	7,558	10,675	11,408	11,393

GRI 303-4

GRI 14.7.5

PBCS 4

Total water discharge by quality of treatment (to surface water bodies), million m³

INDICATOR

2024

2025

Treated to standard quality

13.1

12.5

Polluted

20.6

8.6¹

Partially clean

46.7

53.8

GRI 306-3

GRI 14.5.4

SASB EM-MM-150a.4

SASB EM-MM-150a.5

SASB EM-MM-150a.6

SASB EM-MM-150a.7

PBCS 5

Waste generation by ALROSA Group², tonnes

TYPE OF WASTE

2022

2023

2024

2025

Total

138,566,065

162,813,128

186,263,488

104,120,254

Hazardous waste

2,278

2,767

2,977

2,725

Hazard class I

5

5

5

2

Hazard class II

5

11

13

13

Hazard class III

2,268

2,751

2,959

2,710

Non-hazardous waste

138,563,787

162,810,361

186,260,511

104,117,535

Hazard class IV

9,348

10,996

12,062

7,330

Hazard class V (except for mining waste)

12,831

7,695

7,726

8,298

Mining waste (waste of hazard classes I-V)

138,541,608

162,791,670

186,240,723

104,101,903

¹ The change in the indicator (a decrease of 58%) is due to the mothballing of a number of the Company's facilities in the reporting year, as well as a change in the accounting methodology for Vilyuiskaya HPP-3.

² The total amount of non-hazardous waste for 2022 was adjusted to eliminate the identified inaccuracies.

GRI 306-4

GRI 306-5

GRI 14.5.5

GRI 14.5.6

SASB EM-MM-150a.8

PBCS 6

ALROSA Group waste management by types of management (including mining waste), tonnes

TYPE OF WASTE MANAGEMENT	2022	2023	2024	2025
Recycling	13,316,002	16,199,378	6,035,747	2,791,494
Neutralisation	998	1,620	1,193	2,355
Disposal at own facilities	126,642,939	146,795,035	180,441,254	101,317,569
Sent to other organisations for disposal	12,371	8,139	7,955 ¹	8,112

GRI 306-4

GRI 306-5

GRI 14.5.5

GRI 14.5.6

SASB EM-MM-150a.8

PBCS 6

ALROSA Group waste management by types of management and hazard class in 2025 (excluding mining waste), tonnes

TYPE OF WASTE MANAGEMENT	WASTE BY HAZARD CLASS (excluding mining waste)					TOTAL
	I	II	III	IV	V	
Waste treated, including:	0	0	0	0	45	45
at own facilities	0	0	0	0	0	0
sent to third parties	0	0	0	0	45	45
Waste disposed, including:	0	7	1,578	4,674	931	7,190
at own facilities	0	0	1,426	3,083	41	4,550
sent to third parties	0	7	152	795	891	1,845
Waste neutralised, including:	0	1	1,076	1,058	222	2,135
at own facilities	0	0	45	428	67	540
sent to third parties	0	1	1,032	630	155	1,818
Sent to the regional operator (MSW)	0	0	0	3,282	42	3,324
Waste placed, including:	0	0	0	1,801	7,077	8,878
at own facilities	0	0	0	465	301	766
sent to third parties	0	0	0	1,336	6,776	8,112

¹ For 2024, the amount of waste transferred to other organisations for disposal was adjusted to eliminate the identified inaccuracies.

BUSINESS ETHICS

GRI 205-2

GRI 14.22.3

Total number of employees trained in anti-corruption policies and methods, by categories and regions in 2024-2025, persons

BREAKDOWN	2024	2025
By category	163	227
Managers	54	43
Specialists and staff	104	112
Workers	5	72
By regions of operations	163	227
Republic of Sakha (Yakutia)	88	161
Arkhangelsk Region	2	1
Smolensk Region	1	2
St. Petersburg	3	4
Other regions	69	59

GRI 205-2

GRI 14.22.3

Total number of business partners informed about the Company's anti-corruption policies and practices during the reporting year

BREAKDOWN	2024	2025	BREAKDOWN	2024	2025
By regions of operations	2,058	1,962	By category	n/a	1,962
Russia	2,058	1,962	Suppliers	n/a	1,427
Republic of Sakha (Yakutia)	199	188	Contractors	n/a	535
Arkhangelsk Region	52	71	Customers	n/a	0
Smolensk Region	8	10	Other	n/a	0
Krasnodar Territory	19	15			
St. Petersburg	190	176			
Other regions	1,590	1,502			

Key external and internal stakeholders whom regular interaction is performed

GRI 3-3

GRI 2-29

	SHAREHOLDERS AND INVESTORS ¹	EMPLOYEES	GOVERNMENT AUTHORITIES	LOCAL COMMUNITIES	BUSINESS PARTNERS
Significance of a stakeholder	Shareholders and investors invest in the Company's development. Consideration of their interests is an important part of the Company's positive image and responsible business conduct	Employee engagement affects the Company's success. Engaged employees contribute to business performance and development	Constructive relations with government authorities, including supervisory authorities, allow the Company to avoid negative consequences and ensure sustainable business development	The Company's cooperation with local communities contributes to the development of territories and improvement of the population's living standards	Business partners help the Company find new sales channels, launch joint projects and develop its business
Steps to consider the interests	- Respecting equally the rights of all shareholders regardless of the number of shares they hold - Ensuring high profitability of the business and proper payment of dividends - Information transparency - Enhancing the corporate governance system	- Decent and safe working conditions - Respect for human rights and non-discrimination - Implementation of social programs - Fulfilment of the terms of the collective bargaining agreement	- Compliance with regulatory requirements and recommendations, participation in lawmaking - Timely receipt of tax and dividend payments - Sustainable use of mineral and raw material resources, introduction of innovative technologies	- Creation of jobs in regions of operations - Development of transport, energy and social infrastructure of regions Charitable assistance Industrial and environmental safety Respect for the cultural heritage, traditions and rights of the population in regions of operations - Effective communication system	- Ensuring equal conditions for participation in competitive bidding - Timely fulfilment of mutual obligations - Anti-corruption measures - Compliance with business ethics
Engagement mechanisms	- Disclosure of information on the Company's website, reports, presentations - Investor days, roadshows, conference calls, one-on-one meetings, responding to requests through direct email and telephone contacts - Site visits - Provision of materials of general shareholders meetings at the location of the Company (Moscow, Mirny)	- Communicating with employees through immediate supervisors and management - Consultations with the trade union and collective bargaining - Communications via the corporate portal - Corporate events, sporting and cultural events, professional competitions - Publication of corporate media, brochures, creation of content for information screens	- Participation in the work of expert groups, commissions and committees - Processing and sending responses to official requests - Participation in public hearings and public discussions - Cooperation agreements with regional authorities	- Implementation of corporate programs, projects and cooperation agreements - Organisation of community liaison offices - Tours to production facilities	- Competitive bidding - Industry exhibitions and conferences - Partnerships with small and medium-sized businesses - Organisation of working groups with suppliers

¹ For more details on ALROSA's interaction with shareholders and investors in the reporting year, see the [2024 Annual Report](#).

	RUSSIAN AND INTERNATIONAL INDUSTRY COMMUNITY	CLIENTS	PUBLIC ENVIRONMENTAL ORGANISATIONS	ANALYSTS, EXPERT COMMUNITY	MEDIA
Significance of a stakeholder	Cooperation with the Russian and international sectoral community facilitates the exchange of experience and knowledge between participants, promotes the development of innovations and technologies, creates conditions for the sustainable development of the industry as a whole	Clients ensure stable growth of the Company. Feedback helps understand market needs and improve financial performance through sales and profit growth	Engaging the public in discussions and making environmentally significant decisions enables the Company to receive timely feedback on its impacts, comply with legislation, mitigate environmental risks and improve performance	Analysts and industry experts ensure the accuracy and reliability of information on the basis of which market participants make decisions regarding the Company	Mass media is a powerful tool for promoting the Company and enhancing its reputation, and staying in touch with a wide audience
Steps to consider the interests	• Maintaining and enhancing the consumer value of natural polished diamonds • Building consumer trust in diamonds and diamond jewellery • Developing and promoting standards for responsible business conduct	• Ensuring a favourable quality/price ratio of products, favourable terms of delivery and payment for products • Guaranteeing the conformity of rough diamond mining with Russian and international legislation	• Minimisation of environmental damage • Compliance with environmental legal requirements, international standards and recommendations	• Ensuring information transparency • Ensuring compliance with laws and regulations	• Ensuring information transparency • Regular interaction and information exchange
Engagement mechanisms	• Participating in compiling the agenda and work of industry organisations • Expansion of contacts through interstate cooperation with partners from friendly countries • Developing and promoting standards for responsible business conduct	• Satisfaction surveys • Auctions and tenders, presentations, conferences, exhibitions and joint marketing events with partners	• Participation in conferences, seminars, round tables, research on climate change and environmental protection • Participation in environmental ratings • Preparation of responses to requests and proposals	• Meetings, calls, participation in conferences, seminars, round tables with analysts, rating agencies, representatives of investment banks, the financial community • Participation in ratings • Preparation of responses to requests and proposals, including through direct email and telephone contacts • Disclosure of information on the Company's website, in its reporting and presentations	• Publication of press releases on the Company's website • Preparation of responses to information requests • Organisation of interviews with management • Press tours

Key sustainability-related risks and opportunities of ALROSA

IFRS S1 30(a)

IFRS S1 30(b)

IFRS S1 30(c)

IFRS S2 10(a)

IFRS S1 33

IFRS S1 40

GROUP OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES	RISK/OPPORTUNITY				ACTIVITIES TO MANAGE SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES
Sustainability-related risks	Strategic risks				
	Non-compliance with human rights obligations assumed as part of participation in international sectoral organisations Probability:low Impact:medium Risk level:medium OPEX Revenue ▲ ▼ Capitalisation Time horizon¹: medium-term				- Careful monitoring of changes in applicable human rights regulations, updating of internal regulatory documents in accordance with regulatory requirements - Implementation of the UN Guiding Principles on Business and Human Rights - Regular training of employees on human rights and non-discrimination - Independent human rights compliance assessment once every three years
Development of human capital	Failure to increase the share of carbon-neutral energy generation Probability:extremely high Impact:low Risk level:high CAPEX OPEX ▲ ▲ Time horizon: short-term				- Improved energy efficiency (connection to gas supply) of the Nakyn ore field - Increased power generation at Vilyuiskaya HPP-3 i For more details, see Climate change and energy efficiency section
	Reduced opportunities to attract and retain personnel Probability:medium Impact:high Risk level:high OPEX Revenue ▲ ▼ Time horizon: medium-term				- Implementation of a set of measures to promote the Company's HR brand - Monitoring and analysis of the HR market to maintain competitive wages and update the incentive system, monitoring employee satisfaction - Availability of an effective system for onboarding new employees and developing the talent pool - Implementation of youth and career guidance events and projects - Organisation of university departments in relevant specialties as part of cooperation with educational institutions - Implementation of measures to support employees' families i For more information on the measures, see Development of human capital section
	Violation of employees' right to decent working conditions Probability:medium Impact:medium Risk level:high OPEX Revenue ▲ ▼ Time horizon: short-term				- Implementation of measures to ensure equal employment opportunities for all categories of current and potential employees; review of 100% of reports to the Compliance Hotline on any labour rights issues - Implementation of a grading system that ensures fair remuneration of employees regardless of gender, age and other characteristics - Implementation of a system of financial and non-financial incentives for employees, implementation of social support programmes (housing programme, wellness programme, etc.) - Career counselling assistance (in case of lay-offs) i For more details on the measures, see Development of human capital section

¹ Time horizon is a time span (period) during which the consequences of a sustainability-related risk or opportunity for the Company can be reasonably expected. ALROSA defines the terms "short-term", "medium-term" and "long-term" as follows:

- short-term – up to five years (corresponds to the Company's strategic planning cycle);
- medium-term – from five to 20 years (corresponds to the Company's target indicators in accordance with ALROSA's Environmental Strategy and Climate Change Strategy);
- long-term – more than 20 years (corresponds to the average life cycle of ALROSA assets).

At the same time, ALROSA annually assesses critical risks, updates the map of critical risks and develops an Action Plan to mitigate them. This enables the Company to promptly adapt strategic solutions to changing conditions.

GROUP OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES	RISK/OPPORTUNITY	ACTIVITIES TO MANAGE SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES
Occupational health and safety	Fatalities, accidents and disasters Probability: mediumCAPEX▲Time horizon: short-term Impact: mediumOPEX▲ Risk level: highRevenue▼	- Annually introducing forward-looking strategies to enhance industrial safety, along with creating new standards and updating current standards, regulations and other local guidelines related to industrial safety - Consistent assessment of occupational risks related to identified hazards, analysis of the effectiveness of existing management measures and their improvement ⓘ For more details on the measures, see Occupational health and safety section
	Failure to ensure safe working conditions during production activities Probability: lowCAPEX▲Time horizon: short-term Impact: highOPEX▲ Risk level: highRevenue▼	- Continuous OHS compliance monitoring by the Occupational Safety Department - Implementation of measures to assess and improve the three-level production control mechanism - Providing employees with advanced certified personal protective equipment - Therapeutic, preventive, sanitary and hygienic measures to reduce the impact of harmful and hazardous production factors - Regular OHS training, briefings and certification of employees - Introduction of new technologies and means of labour mechanisation and improvement of industrial safety and the safety of production facilities
Development of the regions of operations	Failure to build/maintain social infrastructure Probability: mediumOPEX▲Time horizon: medium-term Impact: highRevenue▼ Risk level: high	- Regular analysis of stakeholder needs, taking into account the specifics of the regions of operations and ensuring transparency of decisions through various communication tools - Creation of special-purpose housing stock and corporate support for Company employees in acquiring ownership of residential premises - Assessment of the effectiveness of social and charitable events with the collection of feedback from representatives of state authorities of the regions of presence, Company employees and direct beneficiaries as part of social projects In 2025 the Company conducted an external assessment of the effectiveness of five of its social projects in accordance with the Regulations on Social Impact Assessment. The assessment results show that the projects are socially significant and have high beneficiary satisfaction ⓘ For more details on the independent assessment of the Company's social projects performed in 2025, see Effectiveness assessment of social projects section
	Human rights violations in the supply chain Probability: lowOPEX▲Time horizon: medium-term Impact: medium Risk level: medium	- Code of Business Ethics for Partners of ALROSA Group in effect at all enterprises and all business partners of the Company and containing requirements on respect for human rights - Regular training for employees on human rights and business ethics - Inclusion of human rights requirements in a standard contract with business partners - Survey of significant suppliers on human rights issues to monitor the situation ⓘ For more details on ALROSA's requirements to business partners on human rights compliance, see the Principles of interaction with counterparties on business ethics issues section

GROUP OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

RISK/OPPORTUNITY

ACTIVITIES TO MANAGE SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

Climate

Critical climate change and the resulting degradation of environmental quality					• Implementation of organisational measures to improve the efficiency of operations • Converting vehicles to gas fuel • Connection of production facilities to gas supply • HPP modernisation and expansion, use of renewable energy • Intensification of kimberlite absorption capacity <i>i</i> For more details on managing the Company's climate-related risks and opportunities, see Climate change-related risks and opportunities section
Probability:	low	CAPEX		Time horizon: long-term	
Impact:	high	OPEX			
Risk level:	high	Revenue			
Violation of the integrity of production buildings and structures due to thawing of permafrost soils					• Design of the foundations of buildings and structures taking into account the degradation of permafrost soils • Regular engineering and geological surveys in permafrost soils areas to support design, construction and operation of facilities • Implementation of a system for modelling, forecasting and monitoring the state of permafrost soils through the development of digital twins • Implementation of soil thermal stabilisation measures <i>i</i> For more details on managing the Company's climate-related risks and opportunities, see Climate change-related risks and opportunities section
Probability:	low	CAPEX		Time horizon: long-term	
Impact:	high	OPEX			
Risk level:	high	Revenue			
Reduced process efficiency due to lack of water resources					• Development of the water recycling system, transfer of technological processes to a closed cycle • Implementation of a digital monitoring and accounting system for water consumption at all stages of production <i>i</i> For more details on managing the Company's climate-related risks and opportunities, see Climate change-related risks and opportunities section
Probability:	low	CAPEX		Time horizon: long-term	
Impact:	high	OPEX			
Risk level:	high	Revenue			
Restriction of river navigation as a result of lower water levels in rivers					• Constant monitoring of water levels in rivers, meteorological and environmental conditions • Use of shallow-draft vessels and special barges to operate in complex areas of rivers (including the Markha River) in low water conditions • Implementation of projects to maintain navigation depths in critical areas of waterways (in coordination with government agencies) • Implementation of interim storage infrastructure that makes it possible to accumulate critical cargo stocks during the navigation period <i>i</i> For more details on managing the Company's climate-related risks and opportunities, see Climate-related risks and opportunities
Probability:	low	CAPEX		Time horizon: long-term	
Impact:	high	OPEX			
Risk level:	high	Revenue			
Interruption of the transportation process due to flooding/washing out of roads					• Maintenance of inventories of materials and equipment and fuel at on-site warehouses at a level that ensures autonomous operation of production sites for a period of time sufficient to restore transportation routes • Strengthening road embankments and arranging drainage systems in places of probable flooding along logistics routes <i>i</i> For more details on managing the Company's climate-related risks and opportunities, see Climate-related risks and opportunities
Probability:	low	CAPEX		Time horizon: long-term	
Impact:	high	OPEX			
Risk level:	high	Revenue			

GROUP OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

RISK/OPPORTUNITY

ACTIVITIES TO MANAGE SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

Climate (continue)	Partial/complete flooding of sites, buildings and structures during the flood season					Annual implementation of flood control measures: - Annual development and implementation of action plans for safe passage of floodwaters at facilities in operation and designated river areas - During the flood period: continuous hydrogeological monitoring of workings, measurement of discharge from drainage wells, surveying measurements of the water level in open-pit mines For more details on managing the Company's climate-related risks and opportunities, see Climate-related risks and opportunities	
	Probability:	low	CAPEX		Time horizon: long-term		
	Impact:	high	OPEX				
	Risk level:	high	Revenue				
	Interruption/suspension of production processes due to fire hazard						Approval and implementation of a fire safety programme to protect production facilities threatened by forest fires (a set of measures to prevent and eliminate fires in small areas in forests adjacent to the Company's facilities) For more details on managing the Company's climate-related risks and opportunities, see Climate-related risks and opportunities
	Probability:	low	CAPEX		Time horizon: long-term		
Impact:	high	OPEX					
Risk level:	high	Revenue					
Additional costs resulting from mandatory verification of greenhouse gas emissions reporting					- Improvement of the GHG emissions quantification system - Monitoring of trends in legislative changes, including international regulation		
Probability:	low	CAPEX		Time horizon: medium-term			
Impact:	medium	OPEX					
Risk level:	medium	Revenue					
Additional costs resulting from the introduction of quotas on GHG emissions or carbon tax						- Implementation of projects leading to a reduction in GHG emissions/an increase in their removal that meet the criteria for classifying projects as climatic in accordance with national laws - Ensuring the Company's proactive participation in the formation of climate regulation at the regional and national levels through participation in specialised events, consultations and collection of feedback on government initiatives to promote the Company's position on decarbonisation and accounting for not only emissions, but also a significant amount of greenhouse gas removals when developing future regulatory mechanisms	
Probability:	low	OPEX		Time horizon: medium-term			
Impact:	medium						
Risk level:	medium						
Reduced revenue as a result of the deterioration of sectoral positions on specific GHG emissions					- Implementation of mechanisms to control the carbon intensity of investment decisions and competition monitoring: ensuring the assessment of the impact of all new projects on the indicator of GHG emissions intensity, use of the internal carbon price when making investment decisions - Systematic monitoring of measures taken by competing companies leading to a reduction in GHG emissions, as well as their effectiveness and use by the Company to promptly respond to risks of ALROSA's market position deterioration		
Probability:	low	Revenue		Time horizon: medium-term			
Impact:	medium						
Risk level:	medium						
Loss of investment as a result of failure to meet stakeholder expectations regarding climate-related governance						- Participation in professional community meetings - Regular meetings with investors, clients and local communities to discuss the Company's Climate Change Strategy - Publication of annual sustainability reports under GRI, IFRS S1/S2, SASB, disclosure of climate risks in non-financial reporting and information on progress in achieving ALROSA's climate-related goals - Qualitative or quantitative assessment of risks associated with climate change	
Probability:	low	CAPEX		Time horizon: medium-term			
Impact:	medium	OPEX					
Risk level:	medium	Revenue					

GROUP OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES	RISK/OPPORTUNITY				ACTIVITIES TO MANAGE SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES
Environmental protection	Failure to ensure efficient water use and water disposal				- Implementation of technical and technological solutions to ensure a reduction in water withdrawal from surface natural sources, recycled water supply and re-injection of associated water into underground aquifers - Continuous implementation of resource-saving measures (development and implementation of new technologies for processing, dewatering of tailings, treatment of wastewater) to reduce fresh water withdrawal For more details on the measures, see Use of water resources
	Probability:	medium	OPEX	Time horizon: medium-term	
	Impact:	medium			
	Risk level:	high			
	Failure to achieve the set indicators of resource saving and responsible production				Activities to reduce waste generation and disposal by increasing the share of waste recycling or neutralisation, including: - creation of a centralised system for handling packaging materials - increasing the lifecycle of products and materials - use of mud and sludge from treatment facilities as a fertiliser for reclamation - selective collection of municipal solid waste - sending waste to specialised organisations for recycling For more details on the measures, see Waste management
	Probability:	high	OPEX	Time horizon: short-term	
	Impact:	low			
	Risk level:	high			
	Infringing upon stakeholders’ rights to a beneficial habitat and access to natural resources				- Monitoring and audits of hydraulic facilities’ safety - Implementation of liability insurance programmes connected to accidents - Implementation of an incentive system and development of employees’ environmental protection competencies - Implementation of the Environmental Strategy and Climate Change Strategy For more details on the measures, see Environmental protection
	Probability:	low	OPEX	Time horizon: long-term	
	Impact:	medium			
	Risk level:	medium			
Governance and business ethics	Increased tolerance to corruption				- Promotion of a corporate culture stipulating zero tolerance to corrupt practices; integration of anti-corruption values into the system of internal regulations to mitigate corruption risks - Regular anti-corruption and business ethics training courses - Maintaining a robust system for providing feedback and addressing potential instances of corruption - Regular assessment of the effectiveness of anti-corruption management and implementation of the improvement measures
	Probability:	medium	OPEX	Time horizon: short-term	
	Impact:	medium	Revenue		
	Risk level:	high			
	Conflict of interest in business processes				- Maintaining a system of anti-corruption compliance and procedures aimed at conflict of interest management - Prevention of corruption offenses, monitoring and management of conflict of interest risks, anti-corruption compliance performed by specific functional divisions - In addition to regular anti-corruption and conflict of interest training for all employees, organisation of training sessions and webinars for employees involved in business processes with increased corruption risks - Implementation of measures to automate and centralise the collection of information on conflicts of interest
	Probability:	medium	OPEX	Time horizon: short-term	
	Impact:	medium	Revenue		
	Risk level:	high			

GROUP OF SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES	RISK/OPPORTUNITY			ACTIVITIES TO MANAGE SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES	
Governance and business ethics (continue)	Reduced innovation dynamics			- Implementation of the Programme for Innovation Development and Technological Upgrade (PID&TU) of PJSC ALROSA for the period up to 2028 with an outlook to 2030 - Innovation development activities in partnership with research centres and institutes of the Russian Academy of Sciences, higher education institutions, small and medium-sized businesses	
	Probability:	low	CAPEX ▲		
	Impact:	medium	OPEX ▲		
	Risk level:	medium	Revenue ▼		

Sustainability-related opportunities

Environmental protection	Possibility of absorbing greenhouse gases with kimberlite			- Regular confirmation by independent experts of the carbon neutrality of ALROSA's Diamond Mining and Processing Operations and the zero carbon footprint of the Company's products - Implementation of the corporate standard STO ALROSA 1-3.002-2025 “Environmental Protection. Control. Quantification of the carbon footprint of rough diamonds and polished diamonds of ALROSA Group’s Diamond Mining and Processing Operations” for systematic accounting of the Company products’ impact on the climate	
		CAPEX ▲	Time horizon: long-term		
		OPEX ▼ (the benefits of implementing a potential climate project can exceed investment costs) ¹			

¹ Monetisation of the results of the climate project (carbon units) will provide additional financial benefits. In addition, if a system for charging fees for greenhouse gas emissions (carbon prices) is introduced in Russia, the implementation of the climate project will reduce the financial burden on the Company.

Abbreviations

A	ACRA	Analytical Credit Rating Agency
	ADPA	African Diamond Producers Association
	AI	Artificial intelligence
	AIS	Automated information system
	APCS	Automated Process Control System
	ATS	JSC Administrator of the Wholesale Trading System of the Electricity Market
B	BAT	Best available technologies
	BRICS	an intergovernmental organisation comprising 10 countries — Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Indonesia, Iran and the United Arab Emirates
	BSA	Behavioral Safety Audits
C	CADAS	ALROSA's automated information system for recording and monitoring the movement of diamond products
	CAPEX	CAPital EXpenditure
	CEO	Chief Executive Officer
	CIS	Commonwealth of Independent States
	CNG	Compressed natural gas
	CSC	Culture and Sports Complex
D	DLP	Data Loss/Leakage Prevention
	DRC	Democratic Republic of the Congo
E	ECG	ECG Rating (Ecology, Personnel, Government) is Russia's national standard for assessing business reputation and social responsibility

	EDR	Endpoint Detection and Response
	EEIA	Ethnic environment impact assessments
	EETP	JSC EETP (Unified Electronic Trading Platform) is an electronic trading platform, operating online procurement services for state and commercial customers
	EIA	Environmental impact assessment
	EPA	Environmental Protection Agency
	EPRP	Emergency Preparedness and Response Plan
	ERP	Enterprise Resource Planning
	ESG	Environmental, social and governance
F	FEFD	Far Eastern Federal District
	FPIC	Free, prior and informed consent
	FIFR	Fatal Incident Frequency Rate
G	GHG	Greenhouse gas
	GJ	Gigajoule
	GOST	State standard of the Russian Federation
	GPR	Ground-penetrating radar
	GRI	Global Reporting Initiative that publishes standards for non-financial reporting (GRI Standards)
H	HPF	Hazardous production facility
	HPP	Hydroelectric power plant
	HR	Human Resources

	HSE	Health, Safety, and Environment
I	IBA	Important Bird and Biodiversity Area (IBA)
	ICMM	International Council on Mining and Metals
	IDP	Individual development plan
	IEA	International Energy Agency
	IFIA	International Federation of Inventors’ Associations
	IFRS	International Financial Reporting Standards
	IKPI	Integrated key performance indicator
	ILO	International Labour Organisation
	IMP	Initial Maximum Price
	IPCC	Intergovernmental Panel on Climate Change
	IRNITU	Irkutsk National Research Technical University
	ISO	International Organisation for Standardisation that publishes international standards for management systems
	ISSB	International Sustainability Standards Board
	ITC	Innovation and Technology Center
	ITSM	Information Technology Service Management
	IUCN	International Union for Conservation of Nature
	J	JSC
K	KCRI	Key climate risk indicator
	KP	Kimberley Process
	KPI	key performance indicators

L	LED	Light-emitting diode
	LLC	Limited Liability Company
	LLM	Large Language Models
	LNG	Liquefied natural gas
	Lomonosovsky MPD	Lomonosovsky Mining and Processing Division
	LOTO	Lockout/Tagout system
	LTIFR	Lost Time Injury Frequency Rate
M	MES	Manufacturing Execution System
	Mirny and Nyurba MPD	Mirny and Nyubra Mining and Processing Division
	MOEX	Moscow Exchange
	MPD	Mining and processing division
	MS&AS	Managers, specialists, and administrative staff
	MSW	Municipal solid waste
	MUAD	Mirninsky Unit of Automobile Roads
N	NAEN	National Association of Subsoil Expertise
	NDC	Natural Diamond Council
	NFC	Near Field Communication
	NGFS	Network for Greening the Financial System
	NMFR	Near miss frequency rate
	NSPF	Non-State Pension Fu
	NTA	Network Traffic Analysis

	NZE	Net Zero Emissions
O	OHS	Occupational health and safety
	OPEX	OPerating EXpenses
P	PBCS	Public Business Capital Standard
	PID&TU	Programme for Innovation Development and Technological Upgrade
	PJSC	Public Joint Stock Company
	PPE	Personal protective equipment
R	R&D	Research and development
	RAEX	Ranking agency RAEX
	RAS	Russian Academy of Sciences
	RCP	Representative Concentration Pathways
	RES	Renewable energy sources
	RJC	Responsible Jewellery Council
	RM&ICS	Risk management and internal control system
	RSPP	Russian Union of Industrialists and Entrepreneurs
	RUB	Russian rouble
S	SASB	Sustainability Accounting Standards Board
	SB RAS	Siberian Branch of the Russian Academy of Sciences
	SAWC	Special assessment of working conditions
	SGRC	Security Governance, Risk, and Compliance

	SME	Small and medium-sized enterprises
	SMTP	Solid Minerals Technology Platform
	SOC	Security Operation Center
	SPCC	Spill prevention, control, and countermeasure plan
T	TJ	Terajoule
	TRIFR	Total Recordable Injury Frequency Rate
U	UAE	United Arab Emirates
	Udachny MPD	Udachny Mining and Processing Division
	UK	The United Kingdom of Great Britain and Northern Ireland
	UN	United Nations
	UNFCCC	UN Framework Convention on Climate Change
	UNGC	United Nations Global Compact
	UN SDGs	UN Sustainable Development Goals
	USO	
	US	United States
V	VAR	Vehicle Accident Rate
	VHI	Voluntary health insurance
W	WP AIS	Work Permit automated information system

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GRI 2-1

GRI 2-3

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