Annual Report 2025

This Report of Public Joint Stock Company ALROSA (PJSC ALROSA, ALROSA, the Company) for 2025 covers the results of the operations of the Company and its subsidiaries, collectively the ALROSA Group.

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

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

In terms of information disclosure, this report complies with:

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

This 2025 report of PJSC ALROSA was tentatively approved by PJSC ALROSA's Supervisory Board on 23 April 2026, Minutes No. 01/452-PR-NS dated 24 April 2026, approved by the Annual General Meeting of Shareholders of PJSC ALROSA on June 10, 2026, Minutes No. 51 dated June 10, 2026. The accuracy of the data provided in this Report has been confirmed by the Revision Commission.

Forward-looking statements

In addition to factual data for the past period, this Report contains certain forward-looking statements. In particular, these include statements on the future results of production activity, plans and/or forecasts relating to future economic and financial indicators, goals and objectives of the Company regarding development plans, including key performance indicators (KPI) up to 2029 set forth in the 2025–2029 Development Strategy of ALROSA Group (subsection "Achievement of key performance indicators" of the section "Development Strategy", Chapter 2 "Strategic Report").

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

Contents

Message from the Chairman of the Supervisory Board

Dear shareholders,

For ALROSA, 2025 marked another stage of testing of the business model and management approaches. Based at the results of the year the Company has demonstrated the ability to save capacity for resilience and financial stability in the changing of conjecture global diamond market.

ALROSA's share in global diamond production last year amounted to 30%. According to this indicator, as well as the volume of diamond reserves the Company is the undisputed world leader.

The financial stability of the Group has once again been confirmed by the highest credit ratings from Expert RA and ACRA. ALROSA significantly outperforms global industry leaders in terms of profitability, as well as financial and operational stability.

Last year, The Company continued to fulfil its key social obligations, supporting vital state and public initiatives while maintaining a high level of engagement in the development of its regions of operation. ALROSA increases production potential, and looks confidently to the future.

On behalf of the Supervisory Board, I thank the team of the ALROSA Group for their high professionalism and effective work in the face of global uncertainty and unprecedented sanctions pressure.

Anton Siluanov

CHAIRMAN OF THE SUPERVISORY BOARD OF PJSC ALROSA

Message from the CEO – Chairman of the Executive Committee

Dear ALROSA shareholders, investors and employees,

The year 2025 turned out to be difficult, continuing the period of global turbulence - including for the global diamond market. Under these conditions, the Company maintained its stability resilience and ended the year with decent results - largely due to your professionalism, involvement and responsibility.

This report presents key performance results of ALROSA's key and main events of 2025.

Operational performance

Our production assets continued to operate steadily and successfully completed 2025, meeting all targets. In 2025, ALROSA produced 29.8 mln carats of diamonds. The Company significantly expanded its mineral resource base at key deposits, securing an increase in reserves and resources. This guarantees stable operations on the horizon of at least 25 to 30 years ahead. ALROSA also continued to develop its gold exploration and production operations. In 2025, for the first time, we commenced the extraction of this precious metal as the primary mineral resource in Yakutia. The project to develop the Degdekanskoye ore field in Magadan Oblast is being successfully implemented.

Alongside measures to improve operational efficiency, ALROSA continues to place a strong emphasis on investment projects, which establish a robust foundation for the future. The Company has extended underground production at the Udachnaya pipe until 2055, producing over 4 mln tonnes of diamond ore annually. It has also launched the design phase for operations at the Karpinsky-2 pipe in the Arkhangelsk Region. In 2025, the construction of the Nakyn Stream gas pipeline was completed, providing rough diamond operations at the Nakyn production site with natural gas. The project to convert the heating supply of Udachny and the Company's Udachny MPD to gas was delivered.

ALROSA facilities continued their digital transformation and production automation projects, introducing cutting-edge technologies to improve the efficiency of diamond production.

In 2025, the Company became the world's first mining enterprise to confirm the carbon neutrality of its operations through its own CO_2 absorption, as well as a negative carbon footprint for its products, i.e. rough diamonds. I must emphasise that this was achieved not through offsetting measures (such as the purchase of carbon credits), but through the Company's direct operational activities. These activities ensure the environmentally safe, cost-effective, and long-term CO_2 removal in excess of 1 mln tonnes of CO_2-eq. per year.

Financial performance

For the reporting year, the Company's revenue amounted to RUB 241.1 bln, with EBITDA reaching RUB 57.8 bln. Net profit increased by 2 times to RUB 36.2 billion. Despite significant challenges, ALROSA delivers a positive EBITDA.

Staff care and development of regions of presence

Investment in personnel and regions of operation remains a core priority for ALROSA. In 2025, the Company continued with regular salary indexation, also expanded opportunities for professional and management development of employees.

ALROSA consistently fulfilled its obligations in terms of social investments. In 2025, targeted financing in the regions of presence amounted to 4.1 bln rubles, the total amount of social investments - 8.2 bln rubles.

Special attention is paid to employment in the key region of presence. In 2025, hired 5,028 residents of the Republic of Sakha (Yakutia) were employed by ALROSA Group enterprises. According to this indicator, the Company is an absolute leader in the key region of presence.

The Company's approach to corporate social responsibility and sustainable development has received external recognition: in 2025 ALROSA were repeatedly recognised with awards and high ESG rankings. This further reaffirms the immense importance the Company places on this aspect of its operations.

I thank all employees of ALROSA Group for the work done and the results achieved. Togethers, we ensured the Company's stability, maintained production and economic security, and continued to implement key development projects that create a reserve for the future and allow the Company to overcome crises confidently and without loss.

Pavel Marinychev

CEO – CHAIRMAN OF THE EXECUTIVE COMMITTEE, PJSC ALROSA

1 Company profile

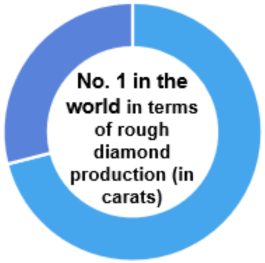
1.1 About the Company

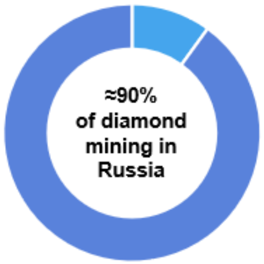
ALROSA is a major diamond mining company, the global leader in terms of rough diamond production volume and diamond reserves.

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

ALROSA's mining assets are located in the Republic of Sakha (Yakutia) and the Arkhangelsk Region. The Russian Federation, the Republic of Sakha (Yakutia) and municipalities of the Republic of Sakha (Yakutia) hold 66% of ALROSA shares. 34% of ALROSA shares are free float and traded on the Moscow Stock Exchange. The average annual capitalisation was RUB 354 bln.

ALROSA pays considerable attention to sustainable development and is a party to the UN Global Compact. In 2025, the Company allocated 3% of its consolidated revenue for social initiatives.





1.2 2025 highlights

EBITDA **57.8** bln rubles	Capital investments **49.4** bln rubles	Revenue, including income from subsidies **241.1** bln rubles	Sales of rough and polished diamonds **2.5** bln USD
Free cash flow **-13.6** bln rubles	Capitalisation[1] **354** bln rubles	Reserves **1.0** bln carats	Rough diamond production **29.8** mln carats
Employees[2] **33.2** thousand people	Social expenses[3] **8.2** bln rubles	Taxes and mandatory payments **52.9** bln rubles	

1957[4]
- Yakutalmaz Trust was created

1969
- Yakutalmaz Trust was reorganised as an association

1987
- Yakutalmaz Association was reorganised as a Production and Research Association

1992
- ALROSA Joint Stock Company (CJSC) was founded

2011
- ALROSA was reorganised as a public joint stock company. Company shares were released into free float on the financial market

2013
- ALROSA placed its shares on the Moscow Stock Exchange as part of privatisation

2016
- The secondary public offering of ALROSA securities on the Moscow Stock Exchange was successfully completed

[1] Average for 2025 (from 5 January 2025)
[2] Average headcount
[3] Including the Company's contributions to the non-state pension fund Almaznaya Osen (in April 2024, the fund was reorganised by merging into the Non-State Pension Fund GAZFOND Pensions)
[4] The Company has been operating on the diamond mining market for more than 68 years: as Yakutalmaz Trust from 1957, as joint-stock company ALROSA from 1992

1.3 Key events of 2025

17 January
For the first time, ALROSA's ordinary shares were included in the calculation base of the MOEX – RAEX ESG Balanced Index
ALROSA's shares are included in the index calculation base based on the final ESG ranking for 2024, according to which the diamond mining company took 4th place.

5 February
ALROSA presented the Sustainability Programme for 2025-2029
The document defines the Company's fundamental principles of and approach to sustainability management, and establishes goals, objectives and key performance indicators of in this area.

18 March
ALROSA announced a temporary suspension of production at low-profit deposits

10 April
Expert RA confirmed ALROSA's credit rating at ruAAA with a stable outlook
The rating corresponds to the highest level of creditworthiness, financial stability and reliability of the issuer on the national scale.

29 April
ALROSA placed exchange-traded bonds worth USD 350 million
The bond maturity period is 1 year. The coupon rate is 6.70% per annum.

20 May
ALROSA held an annual General Meeting of Shareholders
The shareholders supported the recommendation of the Company's Supervisory Board not to pay dividends for 2024.

29 May
ACRA confirmed ALROSA's highest credit rating at AAA (RU)
The outlook is stable. The Company's bond issues also received the highest AAA(RU) rating from ACRA.

19 June
Announcement of the achievement of carbon neutrality of ALROSA's natural rough diamonds
The results of scientific research and the international opinion on verification of the report confirming the negative carbon footprint of rough diamonds were presented at the 27th St. Petersburg International Economic Forum.

Q1 Q2

5 September
An agreement was signed to expand gold exploration in the Magadan Region
The planned amount of investments in exploration is RUB 8.3 bln.

25 September
An investment project was approved to develop reserves at deep horizons of the Udachnaya pipe
The implementation of this large-scale project will make it possible to increase the development period of the deposit to at least 2055.

7 October
ALROSA became one of the leaders in RAEX ESG ranking
In the updated ranking, the company took 4th place in the overall rating and 2nd place among mining and metals companies.

26 November
The Russian Institute of Directors confirmed the high level of corporate governance at ALROSA
ALROSA was assigned the 8+ rating "Leading Corporate Governance Practices", according to the methodology of the National Rating of Corporate Governance.

11 December
ALROSA became one of Russia's leaders in sustainable development based on the results of the RSPP assessment
The company was assigned the highest category – group A – in two key indices: Responsibility and Transparency Index and Sustainability Vector Index.

23 December
ACRA confirmed ALROSA's ESG rating at ESG-3 (AA)
The ESG-3 level corresponds to a very high rating in the field of environment, social responsibility and governance.

24 December
ALROSA placed exchange-traded bonds worth RUB 20 bln
The bond maturity period is 2 years, the coupon type is variable with the spread value to the key rate of 1.35% per annum.

Q3 Q4

1.4 Corporate governance

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

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

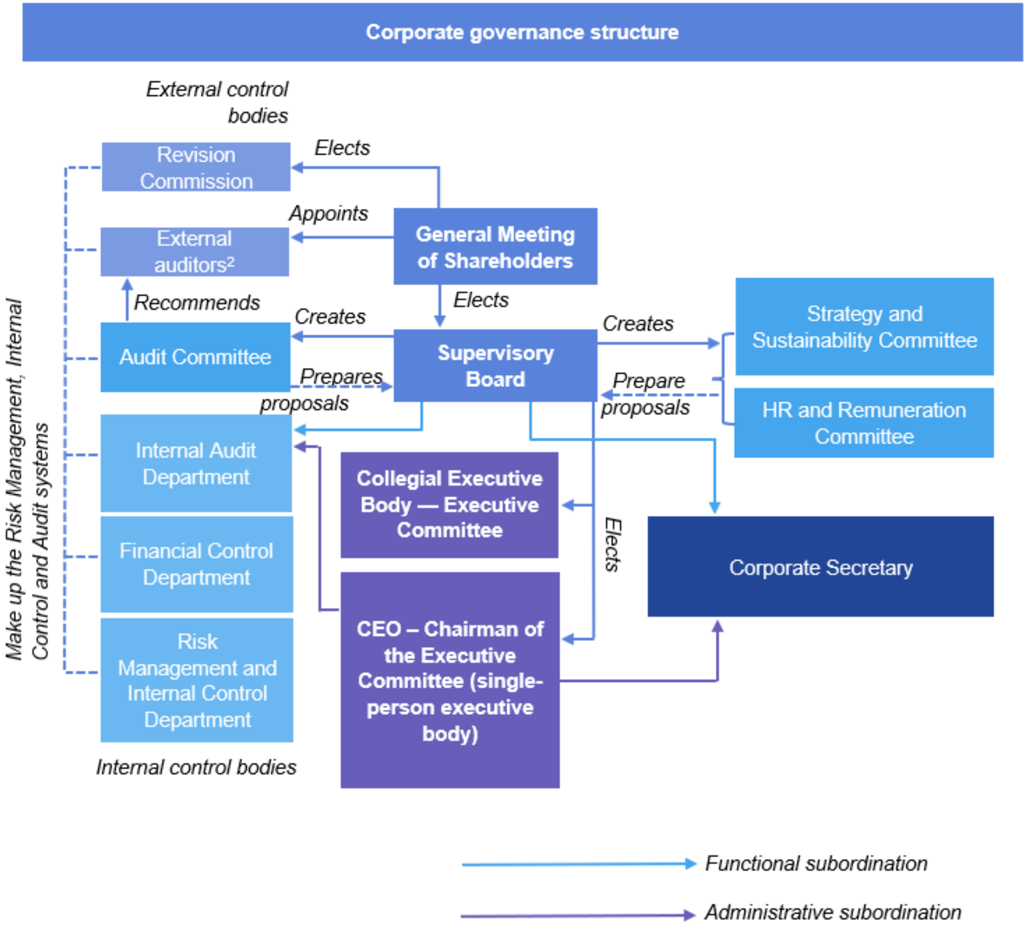
ALROSA follows the principles set forth in the Corporate Governance Code and makes every effort to ensure that the Company's officials, employees and partners comply with them.

3 out of 15 (20%)

members of the Supervisory Board are independent directors

NRCG[1] 8+ (out of 10)

Leading Corporate Governance Practices (the updated methodology)



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

[2] According to the decision of the annual General Meeting of Shareholders of PJSC ALROSA of 20.05.2025, Limited Liability Company FBK (LLC FBK) was appointed as the auditor of PJSC ALROSA to perform the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the Russian accounting standards and the consolidated financial statements of ALROSA Group prepared in accordance with the International Financial Reporting Standards for 2025.

1.5 Business model

ALROSA resources

Natural

- **1.0 bln carats –** rough diamond reserves[1]
- **87 subsoil licenses**[2] for diamond mining in Russia

Operational

- **5** mining and processing enterprises
- **9** open-pit mines
- **3** underground mines
- **14** alluvial deposits
- **3** diamond cutting enterprises
- Jewellery production

Financial

- **RUB 49 bln** – capital expenditures

Intellectual

- Scientific confirmation of the offsetting potential for GHG emissions through carbonation of kimberlite extracted from primary diamond deposits
- Implementation of an automated manufacturing execution system (MES)

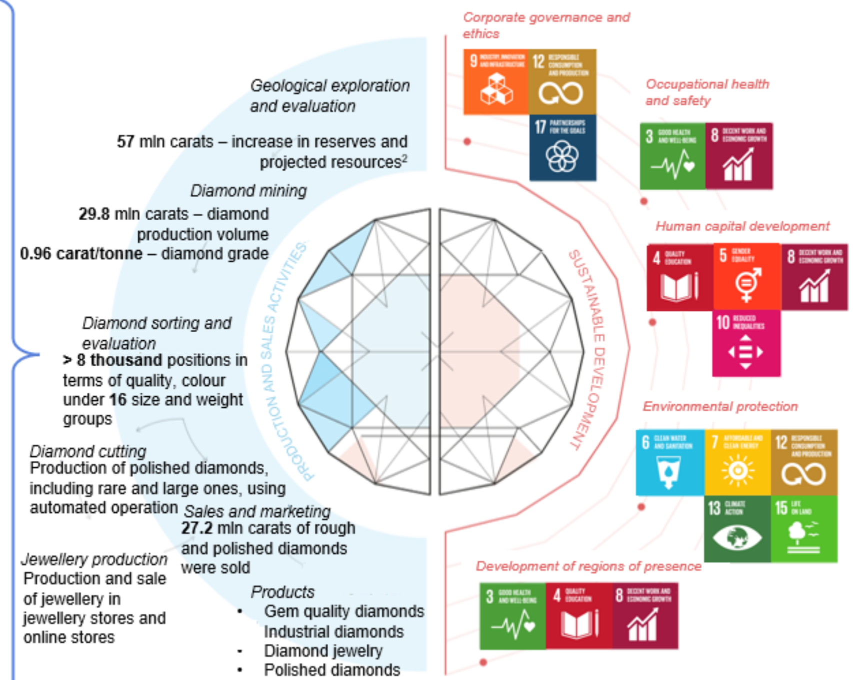
Human

- **33.2 thousand** employees
- **12%** – representatives of indigenous peoples

Social and reputational

- Participation in Russian ESG ratings
- Cooperation agreements with regions
- Largest taxpayer in the Republic of Sakha (Yakutia)

Company's operations



Value creation

Financial value

- **RUB 241.1 bln** — revenue, including income from subsidies
- **RUB 57.8 bln —** EBITDA
- **RUB -13.6 bln** — free cash flow
- **RUB 36.2 bln** — net profit
- **RUB 52.9 bln** — taxes and mandatory payments
- **1.5** – Net Debt/EBITDA *(stable financial position)*

Non-financial value

- **RUB 202 thousand** — average salary at ALROSA Group
- **>5,000 people** were employed under the "Working Yakutia. Human Resources" programme

[1] Subsoil licenses related to the exploration, assessment, geological survey and mining of rough diamonds and gold.
[2] The cumulative rise in the Group's reserves, consisting of both reserves currently in development and those being prepared for development.

ALROSA's strategic priorities

- Focus on the rough diamond business
- Replacing declining mineral resources to ensure the long-term growth of ALROSA Group
- Raising labour productivity by continuously improving production processes and implementing new technologies
- Ensuring sustainable development through compliance with high standards of the industrial and environmental safety culture and high social responsibility in all regions of operations
- Fostering consumer demand for natural 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

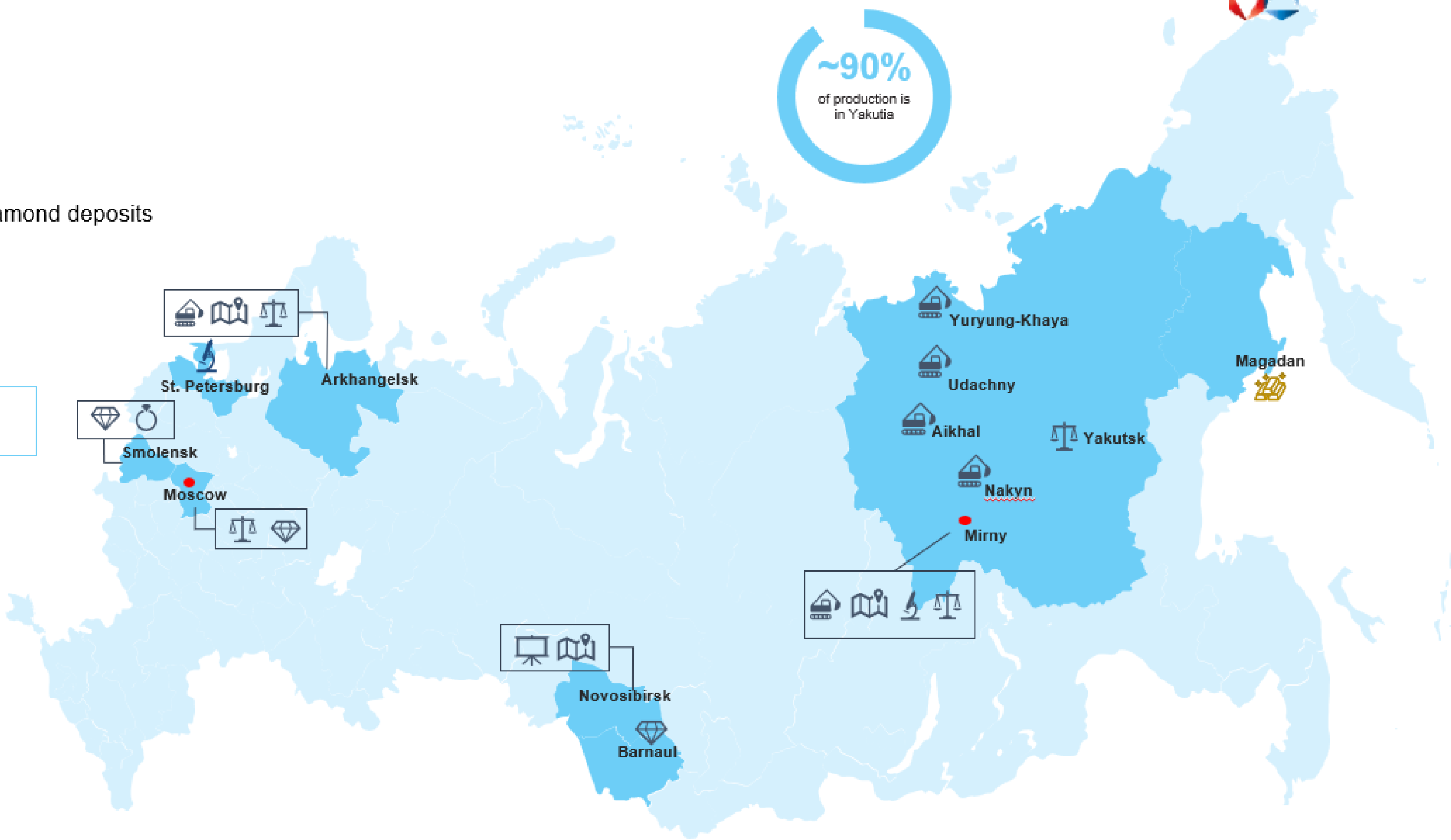
1.6 Geography of main production assets

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

More than 60 structural divisions, subsidiaries and associates

- Management
- Mining and processing
- Sorting, evaluation and sales
- Project activities
- Research and innovation
- Exploration Complex
- Cutting
- Jewellery production
- Degdekanskoye gold ore field



2 Strategic report

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

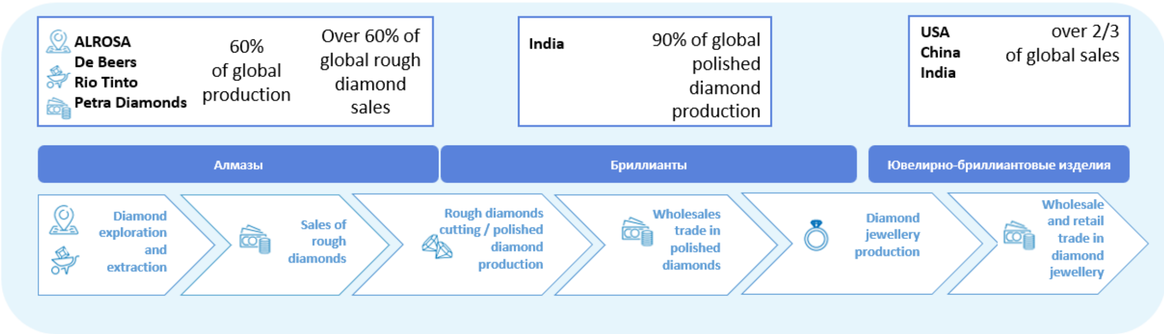
Over 20 automation and digitalisation projects completed

2.1 Market overview

Russia ranks first globally in terms of rough diamond production. ALROSA accounts for about 90% of rough diamond production in country in physical terms. The Company’s geographic footprint also includes other countries, where exploration is underway.

In 2025, ALROSA Group produced 29.8 mln carats of rough diamonds maintaining its leading position among the world's major diamond mining companies.

Figure 1. Global diamond market in 2025



In 2025, the macroeconomic environment in key diamond-consuming markets remained the primary driver shaping demand for rough diamonds. The global economy continued to expand at a pace close to that of 2024, although growth dynamics across regions diverged.

According to the IMF,[1] global GDP growth in 2025 stood at 3.3%, matching the 2024 level. At the same time, US economic growth decelerated to 2.1% in the reporting year, while China’s GDP growth remained flat at 5% year-on-year. India’s economy, by contrast, accelerated, posting a 7.3% growth rate. Overall, the global economy remained resilient in 2025. Adverse factors stemming from shifts in trade policy were offset by favourable drivers such as rising investment in technology, including artificial intelligence (more so in North America and Asia than in other regions), fiscal and monetary support measures, relatively accommodative financial conditions, and the ability of private sector to adapt.

In 2025, according to preliminary estimates, global rough diamond production decreased 7% versus 2024 to approximately 100.2 mln carats. This decline was driven primarily by reduced output from less profitable mines and the depletion of existing assets, compounded by the lack of new significant projects coming online. The drop was only partially offset by increased production in Angola, particularly from the Luele mine.

Following a post-pandemic sales surge, the diamond market entered a correction phase in 2023–2024, largely due to substantial inventory build-up in the diamond cutting and polishing segment and the normalisation of demand for jewellery. These trends persisted into 2025. Nevertheless, global sales of diamond jewellery reached approximately $83 bln in 2025, exceeding the previous year's level and remaining close to the record highs seen in 2021–2022. The primary growth driver was the price factor, as diamond jewellery prices rose.

2.1.1 Main competitors

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

De Beers (Botswana, South Africa, Namibia, Canada, Angola)	De Beers mines diamonds in Botswana, South Africa, Canada and Namibia. In 2025, it produced 21.7 mln carats.
Rio Tinto	A public diversified mining company engaged in exploration, production and processing of minerals. Rio Tinto's diamond business segment is represented by

[1] World Economic Outlook Update. International Monetary Fund. January 2026

(Canada, Angola)	the Diavik mine in Canada, where production is set to conclude in the first quarter of 2026. In 2025, Rio Tinto produced 4.4 mln carats of rough diamonds.
Petra Diamonds (South Africa, Tanzania)	A public diamond mining company developing diamond deposits in South Africa and Tanzania. In 2025, it produced 2.5 mln carats of rough diamonds.
Catoca (Angola)	The largest mining company in Angola engaged in the exploration, production and sale of rough diamonds. In 2025, Catoca produced 6.9 mln carats.
Luele (Angola)	An Angolan diamond mining company developing a diamond deposit of the same name in Angola. It produced 6.6 mln carats of rough diamonds in 2025.

In 2025, the volume of rough diamond production by the six main companies, which, according to Kimberley Process statistics, provide about 70% of global production, decreased by 5% year-on-year. According to preliminary estimates, ALROSA accounted for about 30% of global rough diamond production in physical terms in the reporting year, making it the world's leader in production volumes.

Figure 2. Global rough diamond production, mln carats[2]

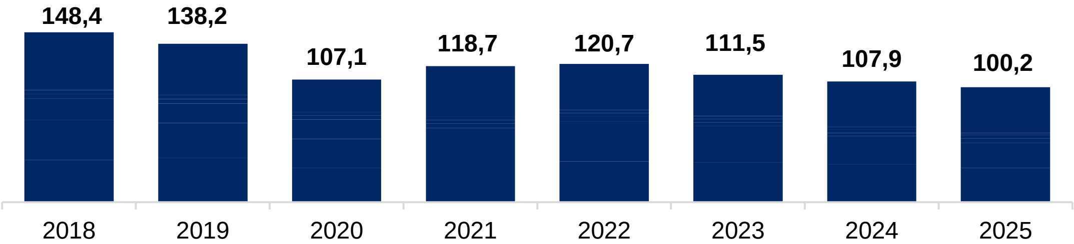
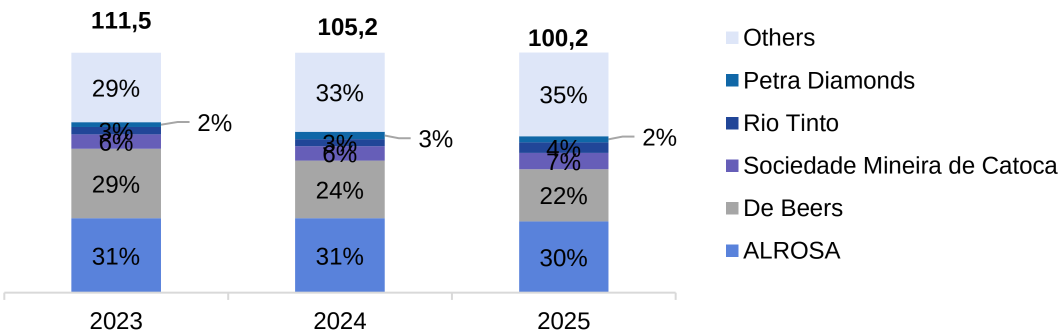


Figure 3. Major companies' shares of global rough diamond production, mln carats, %[3]



Company	Events
De Beers	• The Government of Botswana and De Beers signed a new agreement on the sale of diamonds for a period of ten years until 2035, with the possibility of a five-year extension, as well as a 25-year extension of mining licenses in Botswana until 2054. • In July 2025, a joint venture between De Beers (50%) and ENDIAMA E.P. (50%), the state-owned diamond mining company of Angola, discovered kimberlite in its first drill hole into a high-priority cluster of targets, identified from the airborne surveys completed in March 2025. • The sale of Origin De Beers polished diamonds was launched in retail stores in North America. • De Beers has initiated the process of winding down its Lightbox lab-grown diamond (LGD) jewellery brand as part of a strategic shift towards natural diamonds in the jewellery segment.
Rio Tinto	• Rio Tinto recovered a rare Fancy Vivid Purple diamond (weighing 0.45 carats) from its Diavik mine in Canada. The diamond has been found suitable for cutting. Rio Tinto also recovered a 158.2-carat, gem-quality yellow diamond.

[2] Source: company reports, Kimberley Process 2024 (preliminary data)
[3] Source: company reports, Kimberley Process 2025 (preliminary data)

	• In November 2025, the company held the final tender for coloured diamonds from its Argyle mine in Australia. The tender featured 52 lots with a total weight of 45.44 carats.
Petra Diamonds	• Petra Diamonds sold its Williamson mine in Tanzania to a local operator, Pink Diamonds Investments. • In mid-2025, the company transitioned the Cullinan mine from continuous operation to a three-shift schedule as part of cost optimisation measures.
Catoca	• In 2025, PJSC ALROSA sold its 41% stake in the Angolan mining company Catoca.

2.1.2 Trends in the global diamond market in 2025

Natural diamond jewellery market

In 2025, the diamond industry continued to face pressure from a combination of factors, ranging from geopolitical and macroeconomic uncertainty to previously accumulated inventories of polished diamonds in the cutting and polishing segment and the retail sector. Additional uncertainty was brought to the industry by higher tariffs on diamond imports from India to the US, forcing Indian polished diamond suppliers to adapt to the shifting external conditions.

The diamond jewellery market is part of the global jewellery industry. The US (accounting for approximately 50% of global demand), China, and India are the absolute leaders in diamond jewellery consumption. Together, they account for over two-thirds of global sales of such products.

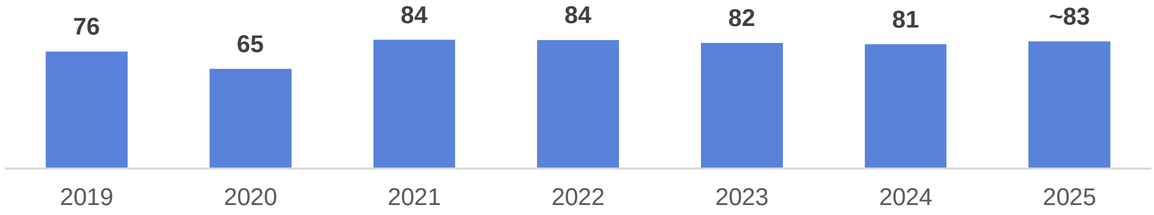
Jewellery demand in the US in 2025 remained close to the previous year's levels. The holiday season results were assessed as positive: total sales across all categories rose by 4% compared to 2024, while jewellery sales increased by 2% according to MasterCard[4] and by 7% according to Tenoris,[5] which tracks results from independent US jewellers. However, sales dynamics for diamond jewellery lagged slightly. Amid rising gold prices and increased import duties on polished diamonds and finished jewellery from India, sales volumes in the low-price segment contracted. High performance in more premium categories largely offset the decline in demand in the lower-priced segments.

The jewellery market in China exhibited mixed performance: after subdued sales in the first half of 2025, figures significantly surpassed 2024 levels in the second half of the year. The growth was driven by an increase in the average purchase value, fuelled by rising gold prices, alongside state-led measures to stimulate consumer demand. At the same time, diamond jewellery recovered slower than other jewellery categories. According to the National Bureau of Statistics of China, sales of precious metals and jewellery in mainland China rose by double digits in October–November 2025, outperforming previous quarters. The fourth quarter of 2025 was marked by substantial sales growth for jewellery and diamond jewellery among mainland China's largest retailers: Chow Tai Fook recorded increases of 18% and 60% respectively (year-on-year), while Luk Fook saw growth of 26% and 41%. Demand in Hong Kong and Macau remained stable, bolstered by increased tourist traffic from mainland China. Retail sales of jewellery and other luxury gifts in Hong Kong rose by 7% year-on-year in October–November 2025.

Demand in India remained strong throughout 2025. Leading Indian retailers, Titan and Kalyan Jewellers, sustained double-digit growth rates, continuing to expand their geographic footprint and retail store networks. High demand persisted across all categories, including diamond jewellery.

Global sales of diamond jewellery reached approximately $83 bln in 2025, surpassing the 2024 level and remaining close to the record highs of 2021–2022, driven primarily by price increases.

Figure 4. Global sales of diamond jewellery, $ bln[6]



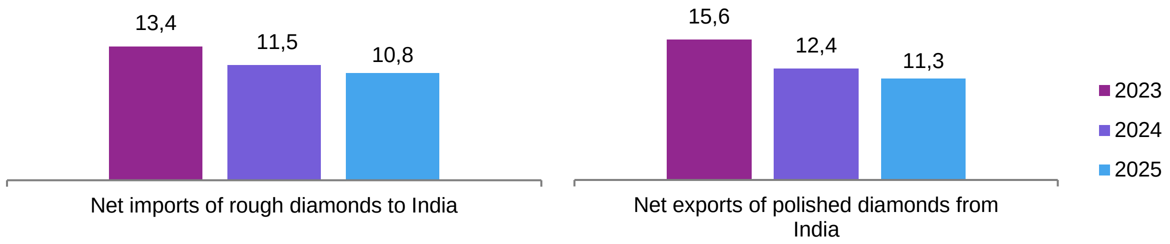
[4] Mastercard SpendingPulse: Savvy shoppers and E-commerce Fuel U.S. Holiday Retail Sales Growth by 3.9% YOY
[5] The US Jewelry Market in 2025: Shining with 5.6% Sales Growth. Jan 09, 2026
[6] Source: ALROSA estimate.

Midstream (cutting and polishing sector)

India is the largest polished diamond producer, accounting for about 90% of global polished diamond production in physical terms. By early 2024, the cutters had accumulated inventories, with net diamond imports in the country near the average levels of recent years, and net polished exports lagging behind the previous year's levels and the average levels of recent years. This imbalance contributed to the subsequent accumulation of excess diamond inventories in the cutting and polishing sector.

In value terms, India's net rough diamond imports declined by 7% in 2025 relative to 2024, driven by lower prices, while carat volumes remained unchanged. India's net polished diamond exports fell by 9% year-on-year due to lower prices, partially offset by a 7% increase in carat volumes compared to 2024.

Figure 5. Export and import statistics of India,[7] $ bln



Polished diamond inventories held by cutters remained high throughout 2025, as retailers adopted a cautious approach to replenishing their own stocks in anticipation of a US-India trade agreement and subsequent tariff reductions. Demand was primarily focused on diamonds of one carat and larger, particularly fancy elongated cuts.

Price indices for certifiable diamonds, after rising in the first quarter of 2025 and stabilising in the second quarter, continued to correct downward in the second half of 2025. Prices for larger polished diamonds became less volatile, while prices for polished diamonds of three carats and above became more stable amid declining global production, ending 2025 at a stable level.

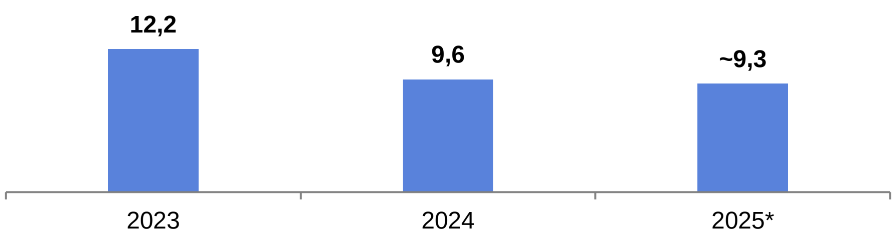
Rough diamond market

In 2025, rough diamond trading conditions remained challenging amidst persistent industry, geopolitical, and tariff uncertainties. Major diamond producers continued to curtail output, with global production falling to 100.2 mln carats – the lowest level since the turn of the 21st century.

The supply reduction helped stabilise rough diamond price dynamics, particularly for rare diamonds, as well as prices for larger polished diamonds of three carats and above.

According to preliminary estimates, rough diamond sales by mining companies in 2025 amounted to about $9.3 bln, down 3% from 2024.

Figure 6. Global rough diamond sales estimate, $ bln[8]



Forecast

A gradual return to normal stock levels for rough and polished diamonds is projected in the short term across the whole chain, from the cutting sector to retail sales. The balance of the global rough diamond

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[7] Source: GJEPC.
[5] Source: Rapaport.
[8] Source: company reports, ALROSA estimate; the data for 2025 is preliminary

market in 2026 will depend on the ability of its participants to maintain a responsible approach to the supply of rough diamonds and the beginning of a new cycle of recovery in demand for jewellery.

The long-term development prospects of the global diamond jewellery market remain positive. Over the medium to long term, the constrained supply of rough diamonds is expected to persist, underpinning diamond prices. Considerable potential for demand growth continues to exist in the BRICS nations, which account for almost half the world's population. In particular, the Indian market shows a steady interest in jewellery, including jewellery with natural diamonds. In addition, a progressive growth of customer demand is expected in the markets of Southeast Asia and the Persian Gulf. Positive trends in demand for diamond jewellery, along with a decrease in diamond mining capacity, will support the growth of prices for rough and polished diamonds.

2.2 Development Strategy

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

In 2025, the Supervisory Board of PJSC ALROSA approved ALROSA Group's 2025–2029 Development Strategy[9] (hereinafter, the "Strategy"). It includes articulated and measurable strategic development goals of ALROSA Group, a financial model, priority measures and an investment programme. The Company's key goals have not changed compared to the previous Strategy approved in 2024 for 2024–2028.[10] ALROSA continues to consider maintaining its leading position in the global rough diamond market, focusing on the rough diamond business and effectively managing socially responsible business to bring long-term value to its shareholders as its priorities. In 2025, as part of the Strategy update, ALROSA Group's strategic priorities were expanded to capture additional synergies from participation in projects in exploration and mining of metals, as well as solid minerals and hydrocarbons.

Furthermore, ALROSA Group's investment programme (formerly a standalone document) has been incorporated into the Strategy in accordance with the Guidelines for the Development and Approval of Development Strategies for Joint Stock Companies with Shares Owned by the Russian Federation and Federal State Unitary Enterprises, approved by Russian Government Decree No. 2199-r dated August 15 2024. The programme of long-term priority measures has been also refined, taking into account the current state of the global diamond market.

Table 1. Key strategic priorities

Focus on the rough diamond business	Replacing declining 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

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

The Company plans to achieve leading performance indicators while maintaining social support and investments in environmental protection in the regions of presence, and ensuring high standards of industrial safety. The Group's Development Strategy is aimed at sustainable business development, complies with the UN Sustainable Development Goals and international responsible business standards.

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

[9] Minutes No. A01/425-PR-NS dated 21 March 2025. The previous Strategy was approved in 2024 for 2024–2028
[10] Minutes No. A01/408-PR-NS dated 20 June 2024

2.2.1 Achievement of key performance indicators

The KPIs of ALROSA Group have been developed in accordance with the Guidelines[11] approved by Russian Government Decree No. 1388-r of 27 June 2019. The list of KPIs, as well as the methods for their calculation and the specifics of their application are presented in the Regulations on the system of key performance indicators of PJSC ALROSA, which determines the procedure for their approval, monitoring and control over their implementation.[12]

In June 2024, the Methodology for Calculating the Labour Productivity Indicator of PJSC ALROSA was approved[13] introducing the calculation of an integrated labour productivity indicator that factors in the main activities of the Company and its subsidiaries. The document was developed in accordance with Order of the Ministry of Economic Development of Russia No. 801 of 3 December 2020. The use of the integrated indicator makes it possible to take into account all key areas of ALROSA Group's activity, their priority and stage of development.

In December 2024, the Company amended its Regulations on KPI System[14] in accordance with Letter No. 3546-vkh of the Ministry of Finance of the Russian Federation dated 9 September 2024, and the Guidelines for the Development and Approval of Development Strategies for Joint Stock Companies with Shares Owned by the Russian Federation and Federal State Unitary Enterprises, approved by Russian Government Decree No. 2199-r dated 15 August 2024. The documents establish a uniform approach to strategic planning of the activities of organisations based on a development strategy, which is an internal programme and target document of the organisation that replaces three previous documents (the Strategy, the Long-Term Development Programme and the Long-Term Investment Programme). The amendments included the following: “long-term development programme” was deleted and replaced with “development strategy.” The procedure for monitoring the achievement of key performance indicators was also clarified. The Chairman of the Company's Supervisory Board now conducts an assessment of operational KPI performance no earlier than the date of publication (disclosure) of the consolidated interim financial statements of PJSC ALROSA for the relevant reporting period. If the consolidated interim financial statements of PJSC ALROSA for the relevant reporting period are not disclosed (published), the assessment period is considered to be no earlier than the date of signing of these statements.

The target KPIs for the Group for 2025 were approved by the Supervisory Board of PJSC ALROSA on 23 December 2024 .[15]

The annual KPI achievement data has been prepared based on management reporting and consolidated IFRS financial statements of PJSC ALROSA for the year ended 31 December 2025.

The HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA considered the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2025 to Determine the Remuneration of the CEO – Chairman of the Executive Committee of PJSC ALROSA and the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2025 to Determine the Remuneration of Members of the Executive Committee of PJSC ALROSA on 3 April 2026.[16]

The Report on Achievement of the Annual KPI of ALROSA Group for 2025 was approved by the Supervisory Board of PJSC ALROSA on 9 April 2026.[17]

Table 2. Achievement of ALROSA KPIs

Indicator	Unit of measurement	2024	2025		Completion to plan, %
			target	report	
Dividends	RUB mln	33,216	10,532	0	0%[18]

[11] The Guidelines on Implementing KPIs for Businesses with Majority Ownership by the Russian Federation or its Constituent Entities to Determine Management Remuneration
[12] Minutes No. 01/361-PR-NS of 9 June 2022, Minutes No. 01/394-PR-NS of 13 December 2023
[13] Minutes No. 01/407-PR-NS dated 14 June 2024
[14] Minutes No. 01/419-PR-NS dated 20 December 2024
[15] Minutes No. 01/420-PR-NS dated 24 December 2024
[16] Minutes No 158 dated 3 April 2026
[17] Minutes No. 01/450-PR-NS dated 9 April 2026
[18] According to the decision of the annual General Meeting of Shareholders of PJSC ALROSA (Minutes No. 50 dated May 23 2025) on the results of operations for 2024, dividends for 2024 are not to be declared (or paid) based on the results of operations for 2024, and there are no conditions for the payment of interim dividends for the first half of 2025, including taking into account the excess of Net Debt/EBITDA by the results of 2025 above 1.5 (a condition for the payment of dividends according to paragraph 2.1 of the Company's Dividend Policy) as a result of the deterioration of macroeconomic parameters and a decrease in global demand for the main products.

Return on equity (ROE)	%	5.1	10.5	9.3	88.7%
Margin on “Earnings before deduction”	%	32.2	21.6	24.0	111.1%
Labour productivity	%	-	100	97.6	97.6%
Run-of-mine ore	‘000 m^3	94,680	73,289	68,250	93.1%
Implementation of the Action Plan for the Sustainability Programme	estimate	1	1	1	100%
Integrated KPI for innovation	%	100	>95	122	122%
Output of rough diamonds	‘000 carats	33,081	29,708	29,759	100%
Earnings before deduction	RUB mln	78,638	65,251	57,823	89%
Bonus reduction indicators					
Net debt / Earnings before deduction[19]	ratio	1.4	≤1.5	1.53	
Outstanding salary payable to employees	yes/no	no	no	No	
Late preparation and implementation of the import substitution plan	yes/no	no	no	No	
Accident frequency rate[20]	ratio	0.237	0.183	0.211	

Table 3. Forecast values of ALROSA KPIs for the medium term[21]

Indicator	Unit of measurement	2025	2030[22]
Total shareholder return	%	≥ 0	≥ 0
Dividends	RUB mln	0	40,612
Return on equity (ROE)	%	9.3	20.4
Margin on “Earnings before deduction”	%	24.0	37.7
Labour productivity	%	97.6	100
Run-of-mine ore	‘000 m^3	68,250	74,419
Implementation of the Action Plan for the Sustainability Programme	estimate	1	1
Integrated KPI for innovation	%	122	> 95
Output of rough diamonds	‘000 carats	29,759	30,993
Earnings before deduction	RUB mln	57,823	180,450
Net debt / Earnings before deduction[23]	ratio	1.53	1.18
Outstanding salary payable to employees	yes/no	no	no
Accident frequency rate	ratio	0.211	0.133
Late preparation and implementation of the import substitution plan	yes/no	no	no

2.3 Investments

2.3.1 Investment programme

On 21 March 2025, the Supervisory Board of PJSC ALROSA approved[24] the Investment programme of ALROSA Group for 2025–2029. The programme identifies priority areas for investment activities to ensure the implementation of the diamond mining plan and meet production and financial targets in accordance with the Group's investment policy within the framework of the approved Development Strategy.

ALROSA Group's Investment programme has been created based on forecast diamond production plans and mining plans, aimed at maintaining the target level of diamond extraction and the production process for other business activities. The bulk of the Group's capital expenses for 2025–2029 are directed both towards developing core operations and maintaining existing capacity.

[19] “Earnings before deduction” means earnings before the deduction of expenses on interest, taxes, depreciation, and amortisation, adjusted for non-recurring components
[20] Calculated as the total number of injuries (including fatal injuries) / total number of man-hours worked * 200,000
[21] Statements regarding future results are forward-looking in nature. By their nature, forward-looking statements involve risks and factors of uncertainty. There is a risk that future actual results may differ materially from plans, objectives, expectations or estimates, or may not be achieved, due to a number of factors
[22] The forecast indicators for the period up to 2030 as part of the Development Strategy of ALROSA Group for 2026–2030 (baseline case) were approved by the Supervisory Board of PJSC ALROSA on 3 March 2026, Minutes No. 01/448-PR-NS dated April 1 2026.
[23] “Earnings before deduction” means earnings before the deduction of expenses on interest, taxes, depreciation, and amortization, adjusted for non-recurring components
[24] As part of ALROSA Group’s 2025–2029 Development Strategy, approved by the Supervisory Board of PJSC ALROSA on 21 March 2025, Minutes No. 01/425-PR-NS

➢ *For more information on the amount, structure and areas of investments in 2025, see the section "Financial performance", subsection "Capital expenses (CAPEX)"*

2.3.2 Information on investments with expected return of more than 10% per year

Table 4. Information on investments

Subsidiary / associate (S&As)	Financial investments in the authorised capital of S&As as of 31 December 2025 (RUB '000)	Company dividends in 2025 (RUB '000)	Return on investment in 2025 (% p.a.)	Purpose of investment
Name of a subsidiary or associate[25]	130,214	293,521	225	Profit generation
Name of a subsidiary or associate	137,826	115,687	84	Profit generation
Name of a subsidiary or associate	10,000	6,919	69	Profit generation
Name of a subsidiary or associate	1,216,312	380,706	31	Profit generation
Name of a subsidiary or associate	55,082	16,751	30	Profit generation

2.4 Performance improvement

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

2.4.1 Programme to Raise Operating Efficiency and Decrease Expenses

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

The programme is developed for one year, with the potential to extend it in line with the Group's Strategy. Its primary objective is to reach the strategic targets. It is considered by the Executive Committee and approved by the Supervisory Board of the Company.

In April 2025, the Supervisory Board approved the Report on the Implementation of the Programme to Raise Operating Efficiency and Decrease Expenses of PJSC ALROSA for 2024 and an updated POEDE for 2025 with forecast values for the period up to 2029.[26]

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

In 2025, the Company's IT portfolio included 81 projects. In the reporting period, ALROSA's IT employees completed 21 automation and digitalisation projects, including in the following areas:

- production;
- exploration;
- occupational health and safety (OHS);
- maintenance and repairs;

[25] From here on: Access to information about the Company's subsidiaries and financial investments is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market""

[26] Minutes No. 01/427-PR-NS dated 9 April 2025

- information security;
- procurement and logistics;
- enterprise-wide digital transformation.

Table 5. Key outcomes of implementing automated systems in 2025

Area	Key outcomes
Production	• The Mirny and Nyurba MPD's Internatsionalny mine completed the pilot operation of an automated underground mining dispatching system • The Company continued work on the creation of a unified comprehensive digital platform for mining modelling and planning based on the Russian software Mineframe
Exploration	• The first stage of a project to deploy a domestic solution for hydrogeological modelling and calculations was completed; the relevant software licenses were purchased
OHS	• The Udachny and Mirny production sites, the Capital Construction Department and Almazavtomatika started the commercial operation of the automated system for issuing work permits, while the Aikhal MPD launched its pilot operation
Information security	• PJSC ALROSA prepared IT infrastructure for the Cyber Resilience Platform • The roll-out of a Privileged Access Management (PAM) solution commenced • A project to launch a trusted environment for data exchange with external counterparties and partners was initiated
Procurement and logistics	• ALROSA Group launched a new data bus, a warehouse management system (WMS), and a transport management system (TMS) as part of the first phase of its transition to a domestic comprehensive integrated information management system (CIIMS). Preparation is underway for the roll-out of integrated enterprise, procurement, and maintenance management solutions in the Company's subsidiaries, and the requirements have been defined for deploying these systems at PJSC ALROSA
Enterprise-wide digital transformation	• ALROSA Group successfully deployed the domestic IVA solution for video conferencing across the entire Group and selected IVA Mail as part of the IVA One suite as its target e-mail solution • The WorksPad mobile app was integrated with the ITSM system, enabling users to manage HelpDesk tickets from mobile devices • A comprehensive initiative was launched to promote and develop skills in using Russian software among Group employees, including delivering training on 1C, IVA, Astra Linux, Mineframe, and R7-Office, hosting demo days, producing instructional videos, and establishing dedicated user interaction and communication channels

2.4.3 Programme for Innovation Development and Technological Upgrade

In 2025, the Company approved an updated Programme for Innovation Development and Technological Upgrade (hereinafter, the PID&TU) of PJSC ALROSA for the period up to 2028 with an outlook to 2030.[27] The updated programme takes into account the Company's strategic goals, the pace of technological progress and external factors affecting ALROSA's operations.

ALROSA's 2028 Programme for Innovation Development and Technological Upgrade encompasses five strategic areas (PID&TU targets) that will allow the Company to maintain its competitive advantage on the market in the medium and long term. The targets aligned with the priorities of ALROSA's Strategy cover technologies to improve the Company's performance in such areas as exploration, production, rough diamond processing, OHS and environmental protection, customer relations. Digital technologies are the key driver of the PID&TU.

Table 6. Key PID&TU projects completed in 2025

Project	Key outcomes
Offsetting greenhouse gas emissions through the carbonation of kimberlite: implementation of a climate project	• Further to the comprehensive studies conducted by the scientific team of the Geological Faculty of Lomonosov Moscow State University in 2021–2023 regarding the absorption of carbon dioxide by processed kimberlite ore, it was confirmed in 2025 that the Company's annual carbon dioxide absorption exceeds the annual greenhouse gas emissions (in CO_2-eq.) from its Diamond Mining and Processing Operations (Scope 1 and 2). ALROSA's diamond products were also confirmed to be carbon neutral in

[27] Updated by the Supervisory Board of PJSC ALROSA (Minutes No.01/427-PR-NS dated 9 April 2025)

	2024. Both confirmations are accompanied by relevant certificates issued by the international standardisation organization TÜV AUSTRIA.
Development of new-generation separators: pilot testing of the universal high-performance X-ray separator	• ALROSA completed the delivery, installation, enhancement, and configuration of the universal high-performance X-ray separator for pilot testing at Processing Plant No. 12. Developed by ALROSA Group professionals, this one-of-a-kind equipment is unmatched in both the Russian and global markets. It will significantly reduce the Group's operating costs for processing and strengthen its technological leadership in this field.
Development of innovative modified reagents to improve the efficiency of froth separation of diamond-bearing materials in closed-loop water recycling systems	• The Company conducted experimental flotation studies on a diamond-kimberlite mixture using a combination of modified reagents. As a result, modified collectors, regulators, and depressants with optimal performance characteristics were selected. The experimental results showed an increase in diamond recovery of up to 16%.
Development of personal respiratory protection equipment for the Jubilee mine's production staff working under conditions of extremely low temperatures and air contamination	• Two functional prototype models of the equipment were created and tested at the developer's test site, simulating extreme temperature conditions and varying pulmonary loads, with the involvement of Jubilee mine employees who perform mining operations.
Introduction of advanced methods for treating mineralised water from tailings dams	• Pilot testing of a vertical disc osmosis system was completed. The subsequent analysis of the treated water showed its compliance with the regulatory requirements governing the discharge of excess water into surface water bodies.

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

The actual amount of PID&TU financing in 2025 equalled RUB 2,943.3 mln. RUB 102.5 mln was allocated from the federal budget in the form of subsidies under the Agreement with the Ministry of Science and Higher Education of the Russian Federation for R&D to create a high-tech system for the treatment of recycled water at the processing plant with recycling of waste into marketable products.

Table 7. PID&TU financing, RUB mln

Indicator	2023	2024	2025	Change, %
Total PID&TU financing, including:	**2,368.5**	**2,692.2**	**2,947.8**	+9.4%
R&D financing	1,192.8	1,334.6	1,129.6	-15.3%
Federal funds	-	90.0	102.5	-

ALROSA's integrated key performance indicator for innovation[28] was 122% achieved.

Table 8. Achievement of PID&TU KPIs, including the IKPI

No.	Indicator	2024 actual	2025 target	2025 actual
	PID&TU KPIs			
1	Output per employee in core operations (underground mining), thousand tonnes per person	2.5	2.5	2.5
2	Number of patents and other documents of title to IP, units	21	≥ 18	26
3	Unit energy consumption per carat for mining and processing divisions, GJ/carat	0.436	0.479	0.433
4	Specific GHG emissions, tonnes CO_2-eq. / m³ of rock mass	-	0.0085	0.011[29]
	INTEGRATED KPI FOR INNOVATION[30]			
1. Development/procurement and implementation				
1.1	Total technology R&D costs, RUB mln	1,335	1,126	1,129

[28] Developed and approved further to Directive No. 1472p-P13 of the Government of the Russian Federation dated 3 March 2016.
[29] The deviation of the specific indicator from the target is due to the reduction in mining volumes resulting from optimisation measures implemented in 2025
[30] The composition, calculation and target values were approved by the decision of the Interdepartmental Working Group of 14 March 2025

1.2	Total value of innovative and high-tech purchases (products (goods, work, services)), RUB mln	2,731	2,695	2,695
2. Implementation / commercialisation (technology effectiveness)				
2.1	Year-on-year decrease in operating costs (by at least RUB 900 mln), RUB mln	1,463	≥ 900	1,843
3. Quality assessment of PID&TU development (update) and/or performance of PID&TU targets				
3.1	Quality of PID&TU development (update) / performance of PID&TU targets, %	97.1	90–100	93.6[31]
	Total, %	**-**	**100**	**122**

2.5 Information security

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

In 2025, the Company's work in this area focused on systematically advancing its existing foundation while rolling out several strategic initiatives. A key priority was continuing to build out the ALROSA Group Cyber Resilience Centre based on the SOC (Security Operation Centre). The increased emphasis on improving the quality of monitoring information security events and responding to incidents makes it possible to ensure the required level of protection amidst an increasingly complex cyber threat landscape.

During the reporting period, ALROSA launched a number of significant projects to enhance infrastructure security, including:

- Implementation of a PAM (Privileged Access Management) solution. The goal of this project is to build a centralised and secure access management model for critical systems, ensuring reliable control and auditing of privileged user and administrator actions.
- Creation of a secure corporate file sharing service. Launch of a project to implement a trusted environment for data exchange with external contractors and partners to minimize the risk of information leaks during external document management.

The Company continued the systematic modernisation of its data leak detection and management system (DLP), aimed at improving the effectiveness of detecting and preventing the unauthorised transfer of confidential data through both technical and personnel channels.

In 2025, ALROSA placed particular emphasis on ensuring the security of critical information infrastructure facilities and countering targeted attacks using social engineering methods. Regular training and digital literacy development for employees remain crucial elements in maintaining the overall level of cyber resilience of the ALROSA Group.

[31] In the year of the PID&TU update, the average of two assessments is considered: the quality of the PID&TU update itself and the quality of the PID&TU execution for the preceding year (in this case, the 2024 report). At the time of reporting, only the approved assessment for the quality of the PID&TU update is available, standing at 97.2% (minutes from the Interdepartmental Working Group's meeting dated 14 March 2025). The Interdepartmental Working Group's review of the quality of the 2024 PID&TU execution is expected in March–April 2026; therefore, a score of 90% has been adopted for the calculation

3 Performance

1.0 bln carats – diamond reserves

29.8 mln carats – diamond production

3.1 Reserves and exploration

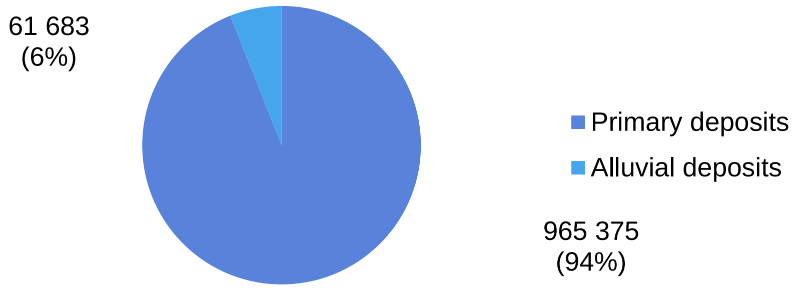
Preservation and expansion of the resource base is one of ALROSA's strategic priorities. The feasibility of developing specific deposits or blocks is considered on a case-by-case basis using technical solutions taking into account the demand for rough diamonds.

3.1.1 Reserves

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

As of 1 January 2026, the reserves of mines carried on the Company's balance sheet amounted to **1,027,057 thousand carats**, according to the standards of the Russian National Reserves Committee (the NRC).

Figure 7. ALROSA Group's rough diamond reserves as at 1 January 2026, thousand carats



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

Table 9. Diamond reserves according to Russian NRC standards, thousand carats

Company	1 January 2024	1 January 2025	1 January 2026
Total	**1,033,491**	**1,000,984**	**1,027,057**

3.1.2 Exploration

In 2025, ALROSA performed exploration work for rough diamonds and gold deposits n the Republic of Sakha (Yakutia), Arkhangelsk Region, Krasnoyarsk and Trans-Baikal Territories.

The increase in diamond reserves following exploration and deposit development in 2025 amounted to 56,644 thousand carats, driven by work at deposits such as Udachnaya kimberlite pipe, the Gornoye site (placer; dredging waste from pits No. 3 and No. 4), the Dachny site (placer), Khara-Masskaya Square area (Khas-Sarara River, An.10), the upper flanks of the Molodo River placer diamond deposit. For the last two sites, ALROSA achieved ad increase in associated gold reserves of 11.73 kg.

As at 1 January 2026, the reserve replacement ratio for the ALROSA Group amounted to 1.88.

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

Key measures taken by the geological exploration unit of ALROSA Group in 2025

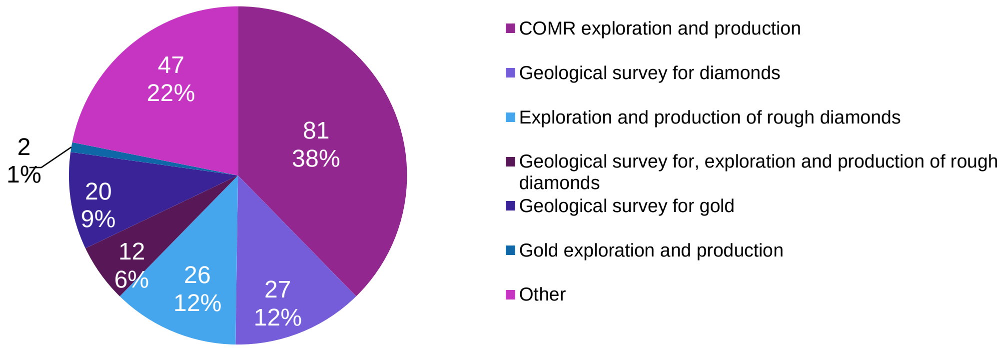
In 2025, the geological exploration unit of ALROSA Group implemented the following initiatives to fulfil the Group's objectives:

- it conducted pilot drilling operations as part of a trial of innovative methods for studying low-grade kimberlite bodies and identified a list of objects for verification by large-volume sampling;
- it carried out seismic surveys at the Ulugursky and Ergedzheysky sites, processed the data, performed preliminary structural interpretation, and developed options for subsequent seismic exploration works to be conducted by the Vilyuyskaya Geological Exploration Expedition;

- it conducted experimental and methodical CSEM geophysical surveys employing UAVs in a ground-to-air set-up across test sites within the Mirninsky District of the Republic of Sakha (Yakutia).

– Eight new licences were obtained:
  - one diamond licence;
  - four gold licences, on an application basis;
  - three mineral licences.
– Changes were made to:
  - extend the effective term of licences for 27 items;
  - adjust the boundaries for three sites;
  - correct a technical error in the subsoil use conditions for one site;
  - record a reserve growth in the underlying horizons at one site.
– The unit also conducted a comprehensive AI-based analysis of geological and geophysical data from the Verkhne-Sokhsolokhsky site (Aikhal), identifying four promising areas ranging from two to 12 hectares. The drilling operations are scheduled for 2026.

Figure 8. Number of ALROSA Group's licences as at 1 January 2026[32]



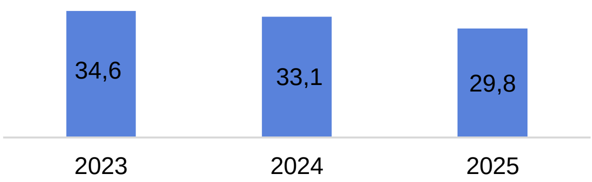
3.2 Operating performance

3.2.1 Rough diamond production

In 2025, ALROSA Group produced 29.8 mln carats. The Company's production operations are mainly concentrated in two Russian regions – the Republic of Sakha (Yakutia) and the Arkhangelsk Region. The Republic of Sakha (Yakutia), where most of the Company's assets are located, is Russia's main diamond mining region. It accounted for about 90% of ALROSA Group's diamond production in 2025. The country's largest primary (e.g. Jubilee, Udachnaya, Botuobinskaya, Internatsionalnaya pipes) and alluvial (e.g. Ebelyakh) deposits are being developed there.

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

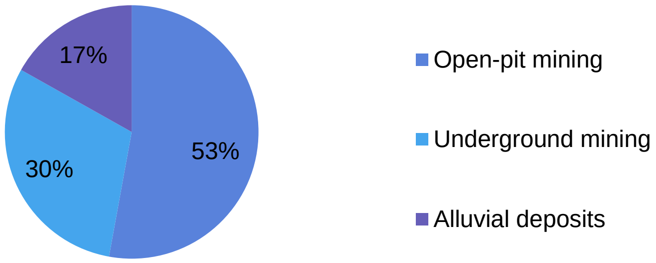
Figure 9. Rough diamond production (rough diamonds extracted), mln carats



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

[32] COMR – commonly occurring mineral resources

Figure 10. ALROSA's rough diamond production by type of mining in 2025



Five ALROSA Group companies produce and process ore and sands from diamond deposits: Mirny and Nyurba MPD, Aikhal MPD, Udachny MPD, Lomonosovsky MPD and mining complex of a subsidiary company.

Figure 11. Breakdown of rough diamond production by mining division in 2025

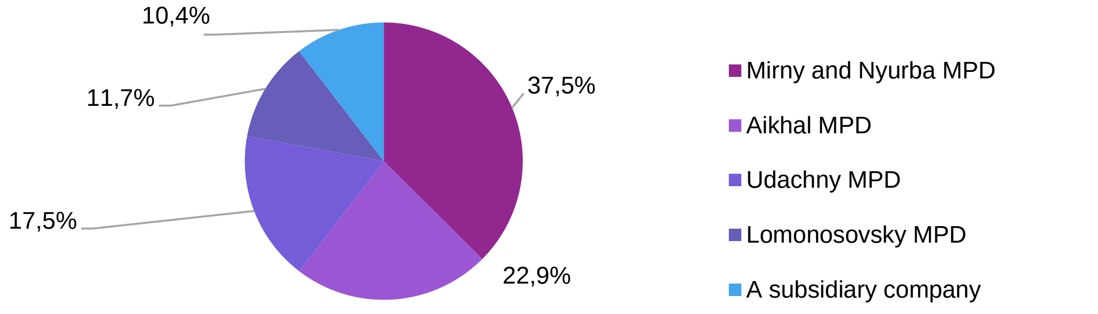


Table 10. Production totals of ALROSA Group

Indicator	Unit of measurement	2023	2024	2025	Change, % vs 2024
Ore and sand production	mln tonnes	36.5	34.1	31.6	-7.4%
Ore and sand processing	mln tonnes	38.8	36.7	31.0	-15.5%
Rough diamond production	mln carats	34.6	33.1	29.8	-10.0%
Diamond grade	carats/tonne	0.89	0.90	0.96	+6.5%

The deviation in 2025 operational indicators compared to 2024 resulted from changes in the mine development structure according to the mining plan and due to the optimisation of production volumes at the Nebaybyt, Khara-Mas, Ochuos sections and the Verkhne-Munskoye deposit.

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

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

3.2.2 Diamond polishing

Some of the rough diamonds go to the ALROSA cutting company, which is the largest polished diamond producer in Europe. The Company's cutting operations only use rough diamonds mined by the Company, focusing on the production of unique, especially large colourless and coloured polished diamonds. In 2025, the Group processed 114.9 thousand carats of rough diamonds (without subcontracting).

3.3 Financial performance

3.3.1 Consolidated key financial indicators[33]

In 2025, the consolidated revenue of ALROSA Group (including income from grants) amounted to RUB 241.1 bln. EBITDA was RUB 57.8 bln, with EBITDA margin standing at 24%. The net profit of the Company totalled RUB 36.2 bln.

Table 11. Consolidated key financial indicators

Indicator	2023	2024	2025	Change, % vs 2024
Revenue from sales,[34] RUB bln	326.5	244.1	241.1	-1%
Cost of sales, RUB bln	-175.6	-157.5	-175.2	+11%
EBITDA, RUB bln	140.2	78.6	57.8	-26%
EBITDA margin, %	43	32	24	-8 p.p.
Net profit, RUB bln	85.2	19.2	36.2	+88%
Net profit margin, %	26	8	15	+7 p.p.
Free cash flow, RUB bln	2.2	-17.6	-13.6	+23%
Net debt / EBITDA	0.26	1.37	1.5	+11%

3.3.2 Revenue

The consolidated revenue of ALROSA Group (including income from grants) decreased by 1% to RUB 241.1 bln, primarily as a result of market and macroeconomic factors, including the depreciation of the US dollar.

Table 12. Change in ALROSA Group's revenue

Item	2023	2024	2025	Change, % vs 2024
Revenue	322.6	239.1	235.1	-2%
Income from grants	4.0	5.0	6.0	+21%
Revenue, including grants	**326.5**	**244.1**	**241.1**	-1%

3.3.3 Cost of sales

Expenses related to “Wages, salaries and other staff costs” rose by 3% in 2025 compared to 2024 to RUB 75.9 bln. The increase in these expenses is due to the indexation of employee salaries.

The mineral extraction tax expenses amounted to RUB 22.0 bln, down 18% year-on-year. The reduction in the amount of tax was driven by changes in the currency exchange rate and the volume of rough diamonds extracted.

Fuel and energy expenses went up by 6% year-on-year to RUB 26.8 bln, due to the rise in prices for fuels and lubricants. Materials costs fell by 12% compared to 2024, to RUB 21.6 bln. RUB 14.1 bln was spent under the Services and Transport item, which is 6% less than in 2024. Changes in workload were the main reasons for changes in these items.

Table 13. Cost of sales by cost element, RUB bln

Indicator	2023	2024	2025	Change, % vs 2024
Wages, salaries and other staff costs	65.6	73.9	75.9	+3%
Depreciation	28.4	33.3	35.3	+6%
Fuel and energy	22.9	25.2	26.8	+6%
Extraction tax	51.6	26.7	22.0	-18%
Materials	21.6	24.5	21.6	-12%
Services and transport	13.1	14.9	14.1	-6%
Other	2.9	2.5	2.8	+13%
Property tax	3.9	3.9	3.8	-4%
Total production costs	**210.1**	**205.0**	**202.4**	**-1%**
Movements in inventory of rough and polished diamonds, ores, sands, gold	-36.0	-47.7	-27.2	-43%
Cost of diamonds for resale	1.5	0.1	0.0	-64%
Total cost of sales	**175.6**	**157.5**	**175.2**	**+11%**

[33] Based on the consolidated IFRS financial statements of ALROSA Group for 2025
[34] Including income from grants

3.3.4 EBITDA

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

EBITDA decreased by 26% to RUB 57.8 bln, while EBITDA margin declined from 32% to 24% due to market and macroeconomic factors, including the strengthening of the RUB exchange rate.

3.3.5 Net profit

ALROSA Group's net profit grew by 88% to RUB 36.2 bln, mainly owing to proceedings from the sale of Sociedade Mineira de Catoca and Hidrochicapa S.A. (the transaction was completed on 26 May 2025), the positive effect of foreign exchange differences, and other factors.

3.3.6 Cash flows

ALROSA's free cash flow in 2025 amounted to -RUB 13.6 bln, which is RUB 4.0 bln higher than the previous year's level, primarily due to a decrease in the level of capital investments.

Table 14. Analysis of free cash flow, RUB bln

Indicator	2023	2024	2025	Change, % vs 2024
Operating cash flows before changes in working capital and taxes	**143.1**	**84.7**	**66.8**	**-21%**
Investments in working capital	-47.3	-39.6	-26.0	-34%
Income tax paid	-29.9	-3.8	-4.9	+30%
Net cash inflows from operating activities	**65.9**	**41.3**	**35.8**	**-13%**
Acquisition of property, plant and equipment	-63.7	-58.9	-49.4	-16%
Free cash flow	**2.2**	**-17.6**	**-13.6**	**-23%**

3.3.7 Capital expenses (CAPEX)

Capital expenses for 2025 amounted to RUB 49.4 bln, down 16% from 2024.

Table 15. Financing of capital expenses, RUB bln

Item	2023	2024	2025	Change, % vs 2024
Technical retrofitting and replacement of worn-out equipment	40.0	29.1	20.6	-29%
Maintenance of mining facilities	8.7	12.3	10.2	-17%
Infrastructure development	14.9	17.5	18.6	+6%
Total	**63.7**	**58.9**	**49.4**	**-16%**

The reduction in capital investments in technical re-equipment to RUB 20.6 bln (-29%) occurred due to the planned completion of the active stage of technical re-equipment of the ALROSA Group in previous periods.

Table 16. Key areas of investment in technical retrofitting and replacement of worn-out equipment in 2025

Area of investment	RUB bln
Mining and processing divisions	18.7
Mirny and Nyurba MPD	6.8
Udachny MPD	3.7
Aikhal MPD	3.1
A subsidiary company	3.4
Lomonosovsky MPD	1.8
Other	1.9
Total	**20.6**

Investments in maintaining production capacity decreased by 17% compared to 2024, to RUB 10.2 bln. This decrease is primarily due to the completion of the Nyurba open-pit mine and the Maysky open pit construction projects.

Table 17. Key areas of investment in maintaining mining facilities in 2025

Area of investment	RUB bln
Construction of the Internatsionalny, Aikhal and Udachny mines	5.5
Reconstruction of the Nyurba open-pit mine	0.5
Mir-Gluboky project	0.4
Development of the Degdekanskoye field	0.4
Other projects	3.4
Total	**10.2**

The Company allocated RUB 18.6 bln for infrastructure development, which is 6% more than in 2024. The key projects covered the development of energy and gas assets, transport and social infrastructure.

Table 18. Key areas of investment in infrastructure development in 2025

Area of investment	RUB bln
Investments in energy companies	6.3
Integrated development of the Srednebotuobinskoye gas condensate field	3.3
Investments in transport assets	2.7
Connection of Udachny and the facilities of the Udachny MPD to gas supply	1.8
Construction of the airport in Mirny	1.5
Investments in utilities and social infrastructure companies (a subsidiary company, KSK, Medical Centre)	0.9
Other	2.1
Total	**18.6**

3.3.8 Liquidity and financial stability

Total debt (including lease liabilities and accumulated interest) rose by 2% to RUB 200.7 bln by the end of 2025 due to the placement of two bond issues during the year.

The debt portfolio (according to IFRS, excluding lease liabilities) included the following as of 31 December 2025:

- three issues of RUB-denominated exchange-traded bonds in the amount of RUB 90.6 bln maturing in 2026, 2027 and 2028;
- loans received from the disposed subsidiary, totalling RUB 51.1 bln;[34]
- USD-denominated exchange-traded bonds with settlements in rubles, totalling $350 mln, or RUB 27.4 bln, maturing in 2026;
- substitute bonds for the Eurobond issue totalling RUB 15.5 bln, maturing in 2027;
- bank loans totalling RUB 6.8 bln.

Bonds (including loans from the disposed subsidiary)[35] account for 96% of total debt, while bank loans and overdraft for 4% (excluding lease liabilities).

As at 31 December 2025, the debt portfolio (without lease liabilities and accumulated interest) consisted of liabilities denominated in a foreign currency (47%) and Russian roubles (53%).

Net debt / EBITDA at the end of 2025 was 1.5x (at the end of 2024: 1.4x).

Table 19. Analysis of the consolidated debt portfolio

Indicator	31 December 2023	31 December 2024	31 December 2025	Change, % vs 2024
Long-term portion, RUB bln	79.6	128.7	108.6	-16%
Short-term portion, RUB bln	55.8	67.9	92.1	36%
Total debt, RUB billion	135.4	196.6	200.7	2%
% of the long-term portion	59	65	54	-11%
Total debt, $ bln	1.5	1.9	2.6	33%
Net debt, RUB bln	36.1	107.9	88.4	-18%
Total debt / EBITDA	1.0	2.5	3.5	39%
Net debt / EBITDA	0.3	1.4	1.5	11%
EBITDA / accrued interest	25.3	8.8	2.9	-66%

[35] The loans received from a disposed subsidiary reflect debt previously disclosed as debt on two issues of Eurobonds maturing in 2024 and 2027, issued by Alrosa Finance S.A. with PJSC ALROSA acting as a guarantor. This revised presentation stems from the bankruptcy of Alrosa Finance S.A. and the subsequent reclassification of this liability in PJSC ALROSA's consolidated financial statements

Successful placements of exchange-traded bonds in 2025

In the reporting year, ALROSA successfully completed two landmark placements of exchange-traded bonds, confirming the high level of investor confidence and the ability to secure financing on favourable terms in both roubles and foreign currency instruments.

In April 2025, the Company completed the placement of series 001P-03 exchange-traded bonds, denominated in USD, with rouble settlement. The coupon rate was set at 6.7% per annum, representing a record low for Russian issuers at the time. Strong investor interest enabled the Company to successively lower the initial interest rate guidance by 155 basis points and more than double the placement volume – from the initially announced $150 mln to $350 mln. The order book exceeded $0.5 bln and attracted participation from over 50 investors, including a broad range of retail investors.

In December, ALROSA successfully placed RUB-denominated exchange-traded bonds of series 002P-01 in the amount of RUB 20 bln. The offering set a record for the spread to the key interest rate among issuers in the mineral resources sector for the entire year, with the final spread standing at 1.35% per annum. The order book exceeded RUB 40 bln against a placement volume of RUB 20 bln. Among the investors were major asset management and insurance companies, banks, and private individuals.

Both issues were awarded the highest credit rating, ruAAA, by Expert RA. The Company directed the proceeds towards general corporate purposes, including the refinancing of existing debt.

3.3.9 Credit ratings

In April 2025, one of the largest Russian rating agencies confirmed the Company's rating at ruAAA (‘Stable’ outlook), which corresponds to the highest creditworthiness level of an issuer according to the national scale. ALROSA's rating reflects a moderately strong industry risk profile, robust market and competitive standing, low leverage, comfortable profitability metrics, a strong liquidity assessment, and low corporate risk exposure. In its rating assessment, the agency notes a near-maximum government support factor, driven by a moderate assessment of the support's influence alongside PJSC ALROSA’s strong systemic importance to infrastructure.[36]

Moreover, in May 2025, rating agency, ACRA, confirmed ALROSA’s credit rating at AAA(RU) corresponding to the highest level of creditworthiness on the national scale (with a ‘Stable’ outlook). ACRA's rating is underpinned by a very strong assessment of ALROSA's operational risk profile, reflecting the Company’s global leadership in terms of rough diamond production volumes and available resources, as well as ALROSA’s very large business scale, very high profitability, low leverage, robust debt service metrics, very strong liquidity, balanced against a weak cash flow assessment.

ALROSA credit ratings

Rating agency	Credit rating	Date of assignment/confirmation
Expert RA	ruAAA, ‘Stable’ outlook	10 April 2025
ACRA	AAA(RU), ‘Stable’ outlook	29 May 2025

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

3.4 Marketing projects

ALROSA Group's marketing efforts in 2025 included initiatives to stimulate domestic sales, develop and implement a generic marketing programme to promote natural diamond jewellery on the markets of friendly countries. The focus of marketing activities in the domestic market was the development of the jewellery business and the ALROSA Diamond Exclusive programme.

[36] In April 2026, Expert RA rating agency affirmed ALROSA's ruAAA credit rating for the sixth consecutive year. The outlook for the rating is ‘Stable’. This rating corresponds to the highest level of creditworthiness, financial stability, and issuer reliability, according to the rating agency, on the national scale for the Russian Federation.

3.4.1 Generic marketing

ALROSA Group's generic marketing initiatives in 2025 encompassed a comprehensive strategy to promote natural diamonds as a value category across BRICS markets. This included the development and execution of campaigns to support demand for natural diamond jewellery, along with the launch of a pilot programme in the Russian market.

3.4.2 ALROSA Group’s jewellery business

During the reporting year, consumer demand for jewellery in Russia declined against the backdrop of an increase in savings due to high deposit rates. Given the existing market environment, ALROSA Group focused on retaining a loyal audience, improving portfolio efficiency, and strengthening partnership programmes to attract new audiences.

Revenue growth slowed by 12% compared to 2024, aligning with broader market trends. The average purchase value saw positive growth year-on-year (+1%), and the customer base continued its strong expansion (+16%). These are the key metrics of the long-term loyalty and the success of the communication strategy amid weakening consumer demand.

The in-house art group, together with third-party designers, renewed the ALROSA Diamonds portfolio with a focus on liquid and high-margin items. This includes development of more than 300 new models within key collections (Fancy, Seasons, The One, Lethe, What Is Love, Balance), the active development of classic jewellery with combined cuts, as pieces featuring large and fancy-coloured stones. Furthermore, production of multi-stone jewellery expanded, with 600 new models added to the core assortment.

In 2025, to promote ALROSA Diamonds jewellery brand’s collections, the Company conducted four advertising campaigns in glossy magazines and on outdoor media and completed a total redesign of the online store (alrosadiamond.ru).

To attract a new affluent audience, ALROSA enhanced the programme of partnership collaborations, allowing the Company to extend its audience reach outside conventional channels. To strengthen engagement with existing clients, a series of closed events was held with the participation of a gemmologist. In December 2025, a new boutique opened in the premium shopping centre “Vremena Goda”, reinforcing the brand's presence in one of the key locations in Moscow.

Launched in 2023, the POSIÉ jewellery brand continued its development in the premium segment. Its design philosophy draws inspiration from the heritage of the Russian jewellery artisans, reimagined for contemporary tastes. During the year, more than 600 new sketches were developed, and 67 models were produced for the Coronation, Opera, Piquet, Pirouette, Fans and Bouquets collections. At the end of 2025, POSIÉ achieved a 22% growth in jewellery sales revenue compared to 2024, with the average purchase value rising by 10%.

During the reporting year, as part of the POSIÉ brand's promotion, in addition to the launch of the "Bouquets" and "Ballet" advertising campaigns in digital and outdoor advertising and glossy magazines, educational events were held to showcase the achievements of Russian jewellery design in a broader cultural context. POSIÉ also partnered with Alla Sigalova's production of "8 Angry Women" at the Chekhov Moscow Art Theater, continued its collaboration with the State Hermitage Museum on a restoration project for Jérémie Pauzié pieces, and organised a series of private events, both in partnership with the Noodome club and as theatrical evenings at the POSIÉ boutique at the Metropol Hotel. These theatrical events were attended by prominent cultural figures.

3.4.3 Investments in polished diamonds with ALROSA Diamond Exclusive

In 2025, the number of deals involving investment diamonds rose by 16%, while the volume of polished diamonds sold increased by 40%. Revenue from sales of jewellery under the ALROSA Diamond Exclusive programme grew by 28%, the total number of partner banks reached 20.

To improve the quality of customer service, ALROSA Diamond Exclusive specialists held over 130 training and loyalty events for bank managers.

On 27 March 2025, the first digital financial asset (DFA) project was successfully completed before the one-year issuance period expired. The underlying asset was a rare Fancy Vivid Yellow diamond from the ALROSA Diamond Exclusive collection, with a final US dollar yield of 7.8% per annum.

During the reporting year, 14 large-scale events aimed at developing and promoting the ALROSA Diamond Exclusive programme were held. Among them were a series of demonstration shows of polished diamond products, an online auction of rare diamonds, investment breakfasts for partner banks' clients, joint events with the jewellery brand POSIÉ, as well as pre-New Year shows in Moscow and St. Petersburg. The programme also continued to expand sales across the regions of the Russian Federation, in particular hosting investment diamond collection shows in Yekaterinburg, Tyumen, Kazan, and Nizhny Novgorod. These events served as a key platform for dialogue with investors and significantly strengthened confidence in the ALROSA Diamond Exclusive programme.

In April 2025, a closed presentation of the New Sun diamond weighing more than 100 carats was organized, the largest ever diamond cut by ALROSA's masters. The event was held for clients the partner bank and became a landmark event of the year.

At the same time, as part of the development of partnership programmes for the partner bank, a special closed presentation, "The 100 best". It showcased 100 outstanding diamonds from the ALROSA Diamond Exclusive collection and 100 pieces from the POSIÉ jewellery collection. This format allowed the event to combine investment and jewellery expertise and demonstrate to partners and clients a comprehensive approach to managing high-value assets.

12 polished diamonds from the ALROSA Diamond Exclusive collection were selected by the Company specially for the inaugural ceremony of the Eurasian Open Film Awards “Diamond Butterfly”, held in Moscow on 27 November 2025: 11 polished diamonds weighing more than 5 carats and one polished diamond weighing more than 10 carats for the winner of the main award.

3.5 Diamond sales

In 2024–2025, global diamond market participants continued to face the consequences of overstocking in the cutting sector and changes in the geopolitical situation.

3.6 International industry cooperation

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

The definition of “conflict diamonds” remained unchanged following the three-year review cycle. A proposal to update this definition, submitted by the African Diamond Producers Association (ADPA) and supported by an absolute majority of KP participants and observers and key industry players 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.

Nevertheless, with the active expert support from ALROSA within the Russian delegation, the KP Plenary Meeting managed to take several crucial administrative decisions to ensure the effective functioning of the KP. Furthermore, India and Ghana were approved as the Chair and Vice Chair of the KP for 2026, respectively, thereby ensuring continuity and stability in the KP's governance for the upcoming period. During the Ministerial Meeting, the Russian delegation introduced proposals on the KP agenda to differentiate the markets for natural and synthetic diamonds to protect consumer rights and strengthen consumer confidence.

In collaboration with ADPA partners, the Company participated in a roadshow in Namibia and South Africa to promote a unified standard for diamond mining and disseminate 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, in collaboration with the Ministry of Finance of Russia and the Gemmological Institute, ALROSA organised, for the first time, training on the sorting issues and grading of diamond products for specialists from ADPA and Kimberley Process member states.

In the reporting year, with the Company's organisational support, the second BRICS diamond dialogue platform meeting was held as part of the Moscow Financial Forum 2025. Priority areas for cooperation in this format were identified as promoting the responsible diamond mining standard, generic marketing of polished diamonds, and maintaining free trade within the BRICS.

As part of cooperation in the diamond industry through inter-state bilateral mechanisms, the Company promoted its trade interests in interaction with partners from other countries.

3.7 Procurement management

ALROSA's procurement activities are guided by Federal Law No. 223-FZ of 18 July 2011 "On the Procurement of Goods, Work and Services by Certain Types of Legal Entities", the ALROSA Group Procurement Regulations and other internal documents.

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

In response to existing challenges, ALROSA is implementing measures to:

- maintain an optimal level of material and technical supply for production facilities: updating the emergency stock and building a safety stock, combined with a framework agreement mechanism and the opening of consignment warehouses, helps reduce operating costs;
- localise procurement, identify domestic and alternative foreign suppliers, and develop new logistics solutions;
- implement modern automated solutions to enhance process transparency, improve planning and analytics, strengthen control over pricing, delivery execution, response to changes in demand and external conditions;
- systematically manage risks, including assessing potential threats and seasonal constraints, and developing response scenarios for potential supply disruptions.

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

In the reporting year ALROSA continued its active work to support small and medium-sized enterprises (SMEs) through procurement from SMEs and conducting training seminars in the context of current restrictive measures regarding the supply of foreign products.

The Company takes part in specialised workshops and conferences on ensuring the access of SMEs to major customers' purchases. These are held by JSC SME Corporation in the Republic of Sakha (Yakutia) and in the Novosibirsk Region where ALROSA Group entities operate. ALROSA also has a Partnership Programme with SMEs aimed at creating a network of qualified and responsible small and medium-sized business partners. The Company is also implementing the Development Programme for Small and Medium-Sized Businesses for Their Potential Participation in the Procurement of Goods (Work, Services),[37] approved in 2024. The programme is designed to facilitate the implementation of a set of measures stimulating the participation of small and medium-sized enterprises in ALROSA's procurement across all types of economic activity.

ALROSA also demonstrates its support for SMEs and effective cooperation with them by conducting an annual call for high-tech solutions — including from SMEs — to be included in the Register of Innovative Products. This tool provides a transparent mechanism for piloting and subsequently integrating innovations into the Company's production processes.

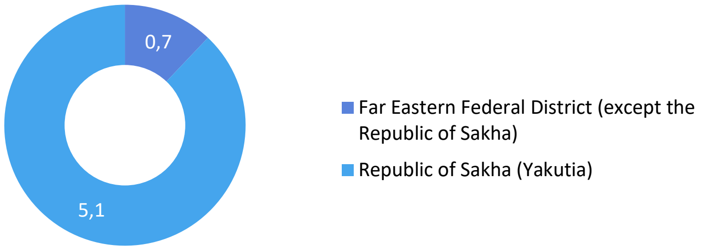
Key results of ALROSA's work with SMEs in 2025 include:

- Review of 25 project proposals within the Innovation One-Stop-Shop system, selection of eight initiatives for potential implementation, more than half of these proposals were initiated by SMEs.
- Ongoing efforts to engage SMEs in the Partnership Programme (58 SMEs as of the end of the year): provision of advisory support, transaction assistance, and provision of an advance payment options of at least 30%.
- Conducting two selection rounds for the Supplier Development Programme.

[37] Approved by Order No. 01/4-P of the CEO – Chairman of the Executive Committee of PJSC ALROSA dated 15 January 2024, valid indefinitely.

Figure 12. Structure of purchases from SMEs in 2025, %

Figure 13. Purchases from SMEs in the Far Eastern Federal District in 2025, RUB bln



3.7.2 Import substitution

In 2025, ALROSA's procurement activities focused on developing partnerships with domestic manufacturers and ensuring technological sovereignty. The key priority of the ALROSA Group is improving the technical availability factor of the equipment in operation by ensuring material availability and deploying qualified service teams at production sites.

To support domestic industrial production, the Company is implementing an import substitution programme aimed at replacing imported equipment and materials with products of Russian manufacturers, such as mining and transport equipment, underground mining equipment, processing and power generation equipment, and industrial automation systems.

ALROSA has established a comprehensive mechanism for interaction with the Russian manufacturing sector. The process involves continuous market analysis, multi-stage selection of counterparties through face-to-face meetings and product technical testing.

To reduce dependence on foreign suppliers and enhance the technological capabilities of domestic manufacturers, ALROSA conducts technical research of equipment, designing alternatives, manufacturing, and testing, followed by implementation. In 2025, the Company continued its efforts to identify domestic alternatives and apply reengineering tools.

ALROSA also completed the transition to an outsourcing model for providing workers with personal protective equipment and special clothing, creating the conditions for full coverage of production assets in Mirny, Nakyn, Aikhal, and Udachny.

Regarding software import substitution, the Company conducted a comprehensive inventory of software to improve internal corporate organisational, technical and technological standards. The plan for the transitioning to domestic software was fully implemented: by the end of 2025, 100% substitution was achieved for 83 of the 90 software classes used at ALROSA.

Three proprietary software solutions developed by the Company were included in the Unified Register of Russian Software in 2025. Two more software products are currently undergoing the procedure for inclusion in the register.

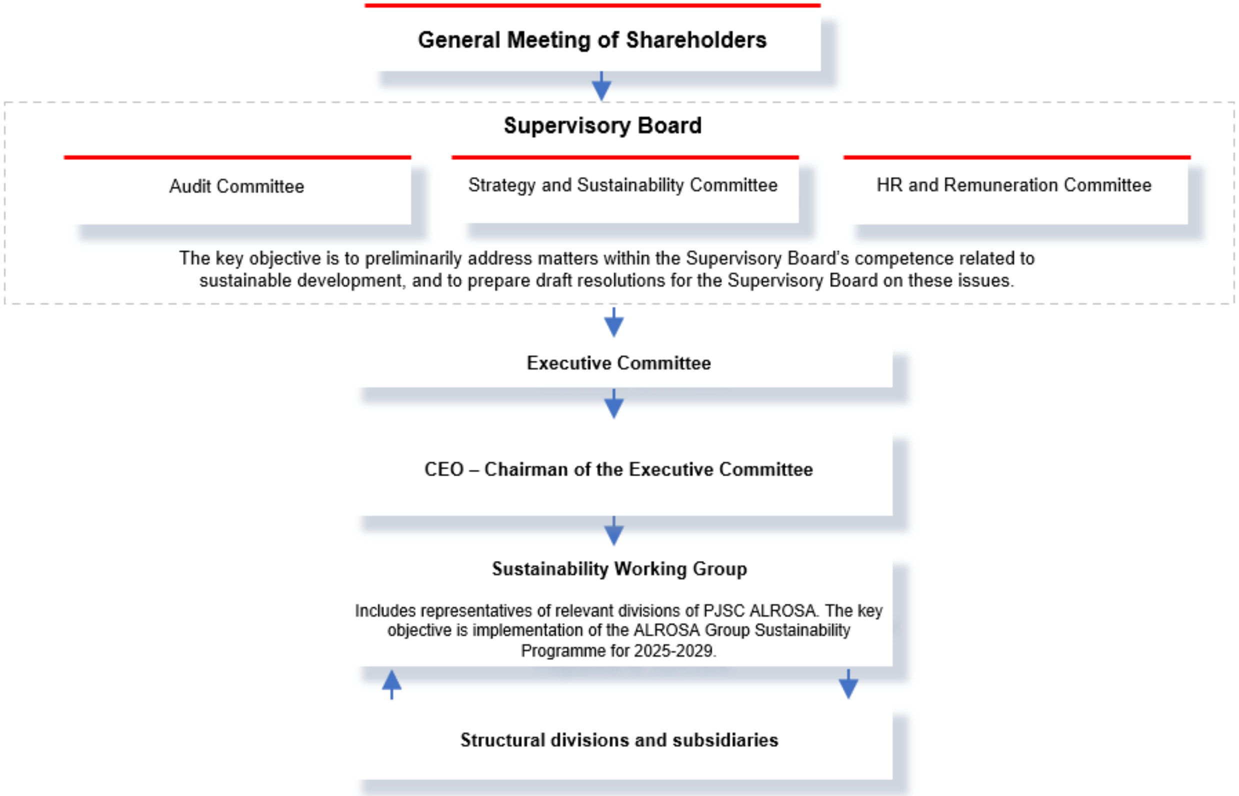
4 Sustainable development

4.1 Sustainability management

Governance structure

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

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



Sustainability documents

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

In addition, the Company has a Sustainability Programme for 2025-2029 that sets goals in four strategic areas. To achieve these goals, the relevant Action Plan is being implemented.

ALROSA Group Sustainability Programme for 2025-2029

The concept, principles and key areas of activity according to the Sustainability Programme for 2025-2029

Stakeholder engagement

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

Cooperation and business relations are based on compliance with the Stakeholder Engagement Policy. A number of interactive tools and mechanisms are implemented, meetings and consultations are held.

Disclosures

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

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

Key events of 2025

- The Action Plan for 2025 related to the ALROSA Group Sustainability Programme for 2025–2029 was completed, including over 30 projects such as:
  - Certification of compliance management systems
  - Effectiveness assessment of social projects
  - Assessment of sustainability risks and opportunities
  - Training courses in sustainable development and human rights.
- The carbon neutrality of ALROSA's diamond production and rough diamonds was confirmed.
- A pilot project to implement the ethics officer function was launched.
- ALROSA took part in the Conference of the Parties to the UN Framework Convention on Climate Change (COP30) as part of the remote work of the Russian pavilion.

4.2 Governance and business ethics

lanagement approach

ıess ethics

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

an rights

ır as human rights are concerned, ALROSA is governed by the laws of the Russian ration, the Universal Declaration of Human Rights, the ILO Declaration on amental Principles and Rights at Work, the UN Global Compact, and the UN Guiding iples on Business and Human Rights and the World Diamond Council System of anties Guidelines.

pliance Hotline

nels for submitting reports:

ıdependent call centre 8 (800) 234-21-52

/hatsApp +7 (916) 192-47-18

-mail: hotline@alrosa.ru

ɔrm on the portal www.hotline.alrosa.ru

vation and digitalisation

ıprove performance and working conditions, ALROSA is implementing the Programme ınovation Development and Technological Upgrade. ALROSA recognises digitalisation e Company's main transformation tool.

ɔ25, the Company approved the Programme for Innovation Development and nological Upgrade of PJSC ALROSA for 2025– 2028 with an outlook to 2030.

Key events of 2025

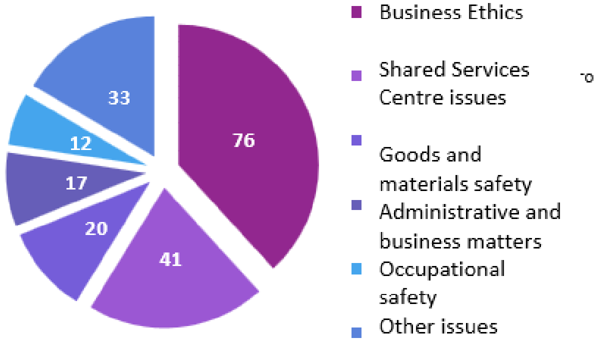
- The Compliance Hotline received 199 reports.
- A pilot project was launched to implement the ethics officer function as part of joint work of representatives of PJ: ALROSA and the Profalmaz trade union.

Implementation of a number of innovations and digitalisation projects, including:

  - A certificate of the carbon neutrality of ALROSA's Diamond Mining and Processing Operations was obtained
  - Installation, enhancement, and configuration of the universal high-performance X-ray separator for pil testing at Processing Plant No. 12 were completed
  - Scaling of the machine vision system to control load factor of dump trucks at the Udachny MPD w completed

Key results for 2025

Subjects of reports to the Compliance Hotline; number of reports



In 2025, the ACRA rating agency confirmed ALROSA's ESG rating of **ESG-AA, level ESG-3**, signifying a superior assessment in social responsibility, corporate governance, and environmental considerations.

The Company successfully passed the **ISO 37301:2021** certification audit.

4.3 Human capital development

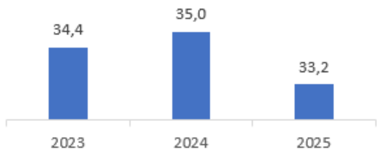
Management approach

Main objectives of the HR policy in 2025

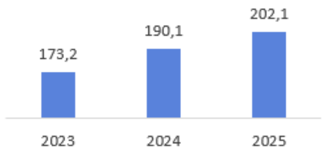
- development of a mentoring and adaptation system for all employees, development of a single methodology for personnel training
- development and motivation, retention of leadership in key positions, career guidance for young people
- professional retraining and training of discharged employees, their employment
- corrective measures based on the results of the personnel engagement assessment
- attraction of workforce as part of the “Working Yakutia. Human Resources” project and local employment promotion
- social support, financial and non-financial support for employees, motivation of the team to achieve its goals

Key results for 2025

Average headcount of ALROSA Group, thousand people



Average wages at ALROSA Group, RUB thousand



Employment of local residents

ALROSA hired 5,028 people from the Republic of Sakha (Yakutia) in 2025. As at the end of the year, ALROSA Group was the leader among all enterprises of the Republic of Sakha (Yakutia) in terms of employment of the local population.

Results of the “Working Yakutia. Human Resources” programme in 2025		
264 people engaged on a shift basis and for seasonal work	**2,110** people from rural areas	**2,937** young professionals under the age of 35

Employee training and development

Areas of training at the Company:

- professional training, retraining and professional development for blue-collar workers
- professional development programmes in industrial and fire safety, civil defence and emergency protection
- OHS training for employees and knowledge testing
- Industrial safety certification on Rostekhnadzor’s Unified Testing Portal
- Mandatory training in accordance with the law
- Training under corporate programmes

Social support and partnership

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

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

4.4 Occupational health and safety

Management approach

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

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

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

Priority of safety

Accountability of the management

Zero tolerance for injuries and accidents

Openness and honesty

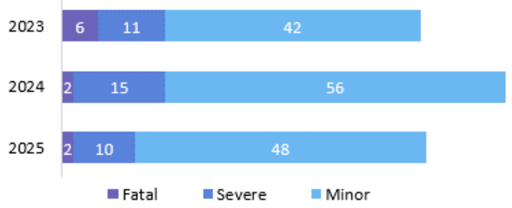
Engagement

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

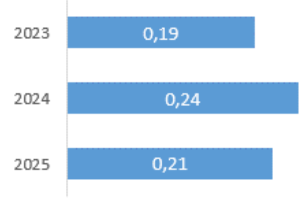
The authorities of these committees include both determination and development of OHS strategies, allocation of additional OHS financing, analysis of audits and identified violations, consideration of injury and accident statistics, and resolution of operational issues related to the Company's day-to-day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

Key results for 2025

Number of recorded injuries of ALROSA Group employees



LTIFR changes across ALROSA Group



Key events of 2025

- The Regulations on Production Control were approved, analytics of the Electronic Log of Violations was developed and applied to identify high-risk areas in workshops.
- The development of the Production Control automated information system continued: the system is installed for all users, training is scheduled for early 2026.
- The implementation of the automated system for issuing work permits for commercial operation at the Mirny and Nyurba MPD and the Udachny MPD was completed.
- Testing of the LOTO system at Processing Plants No. 3, 16 (15), 14, 12: the identified concerns and suggestions were considered at meetings with representatives of processing plant working groups. Based on practical experience, identified concerns, and suggestions for improving LOTO functionality, the provisional LOTO regulations were updated and submitted for approval.
- The standard on interaction with contractors on compliance with occupational health and safety requirements was developed and approved, taking into account the requirements on preliminary selection of counterparties based on their compliance with the Company's OHS requirements.

4.5 Environmental protection

Management approach

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

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

- Air protection and mitigation of climate-related impacts
- Collection and treatment of wastewater
- Management of production and consumption waste
- Protection and rehabilitation of land, protection of surface and ground water
- Biodiversity conservation and protection of natural areas
- Ensuring radiation safety of the environment
- Research activities and development of measures to reduce negative anthropogenic impacts
- Protection of the environment from noise, vibration or other physical impacts

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

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

In 2025, based on the independent expert's assessment of GHG emissions and removals of ALROSA Group in 2021–2023, a report was prepared in accordance with the requirements of ISO 14064-1:2018.
The carbon neutrality of diamond mining at ALROSA deposits in Yakutia and the Arkhangelsk Region and the negative carbon footprint of ALROSA's rough diamonds were confirmed.
The report was verified by the international standardisation organisation TÜV AUSTRIA.

Mechanisms for stakeholder engagement on environmental protection issues

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

Key events of 2025

- **Climate risk management:** in cooperation with the Melnikov Permafrost Institute of the Siberian Branch of the Russian Academy of Sciences, ALROSA has developed a system of Key Risk Indicators (KRI). This system allows preventive monitoring of factors related to water scarcity, permafrost thawing, fire danger, etc. Work is underway to automate the collection of these data and their integration into the Company's overall monitoring system.
- **GHG emissions:** energy-saving measures were implemented in accordance with the current energy efficiency improvement programme. The plan to save fuel and energy resources as a result of implementing energy-saving measures was completed by 163.1%
- **Energy resources:** projects to connect the town of Udachny and the Udachny MPD facilities to gas supply were completed, construction of a gas pipeline and connection of the Udachny MPD facilities to gas supply were finalised. This will make it possible to increase the reliability of power supply to municipal facilities and enterprises of the Company and prevent GHG emissions through the use of cleaner fuel.
- **Water resources:** pilot testing of the vertical disc osmosis system for treatment of mineralised water from tailings dams was completed. The subsequent analysis of the treated water showed its compliance with the regulatory requirements governing the discharge of excess water into surface water bodies
- **Biodiversity:** measures were taken to monitor and protect the Leno-Olenek population of wild reindeer, monitor the Red List bird species of lesser white-fronted goose, stock rivers and lakes with valuable fish species, reforest areas. Biodiversity research and support activities for specially protected areas are carried out

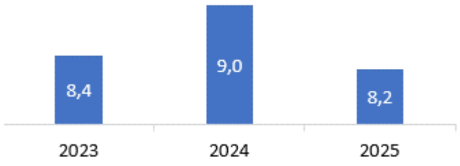
4.6 Social investments and development of regions of presence

Management approach

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

Social investments

Social expenditures of ALROSA Group[1], RUB bln



NPF Almaznaya Osen[2]
The non-state pension fund Almaznaya Osen supports the Company's pensioners

Sponsorship support

In 2025, ALROSA provided sponsorship on requests from employees, ALROSA pensioners and various organisations for the amount of RUB **90.2** mln. The funds were used, among other things, to help people in particular need of treatment and recovery who have suffered from fires, natural disasters, other unforeseen and extraordinary circumstances.

[1] Including the Company's contributions to the non-state pension fund Almaznaya Osen (the Non-State Pension Fund GAZFOND Pensions since April 2024)
[2] In April 2024, the non-state pension fund Almaznaya Osen was reorganised by merging into the Non-State Pension Fund GAZFOND Pensions

Special-purpose financing

In 2025, the total special-purpose financing from ALROSA amounted to RUB 4.1 bln

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

Main areas of financing of the Special Fund for Future Generations of the Republic of Sakha (Yakutia) in 2025		
Socially important: "Growing up with Yakutia," "Ecosystem of Children's Giftedness Development," "Early Aid," "Childhood Territory," "Future Generations Park," "Compass of the Future," "Creation of the Future"	A programme for providing the population of the Vilyuy Uluses with high-quality drinking water and a programme for comprehensive research on the environmental condition of the Vilyuy Uluses and the health of the population in these territories	Construction of social infrastructure facilities: Centre of Excellence on Urban Environment, a multifunctional cultural centre, a fitness centre with a swimming pool, a 3,000-seat stadium

Support for indigenous minorities of the North

ALROSA annually provides targeted support to indigenous minorities of the North under cooperation and social and economic development agreements. Thus, in 2025 RUB **10** mln was transferred under the agreement with the Sadynsky National Evenki nasleg of the Mirny district of the Republic. RUB **89.2** mln was allocated to the social and economic development of the Anabarsky, Oleneksky, Bulunsky, and Zhigansky uluses in 2025.

RUB **10.1** mln was allocated to the Association of Indigenous Minorities of the North of the Republic of Sakha (Yakutia) to implement measures aimed at preserving, reviving and promoting indigenous languages, ethnic culture (activities of Evenks, Evens, Yukaghirs, Dolgans, Chukchi, Russian Arctic's old-timers, the young Suglan, Kyndykan projects)

5 For shareholders and investors

5.1 Share capital and dividend policy

5.1.1. Share capital

Share capital structure

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

In 2025, the Company's free float remained unchanged at 34%. 29% of ALROSA shares, or 85% of the free float, are held by institutional investors represented by more than 300 minority shareholders that are investment funds. Ten funds own 15% of the Company's shares.

Table 20. Structure of the Company’s share capital

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

As at 31 December 2025, the companies of ALROSA Group held 152,329,800 shares in the Company.

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

Dynamics of trading in the Company's shares

The Company’s shares have been traded on the Moscow Exchange since 2011, with the ALRS ticker. As at the end of 2025, they were included in the first-tier listing.

Table 21. Information on the Company's shares

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

Table 22. Trading volumes and trends

Indicator	2023	2024	2025
Lowest price, RUB	58.8	45.6	37.8
Highest price, RUB	92.0	81.5	64.8
Average price for the year, RUB	69.8	64.2	48.2
Price at year end, RUB	69.5	57.9	41.4
Free float (number of shares)	2,502,161,810	2,502,161,810	2,502,161,810
Free float, %	33.9739	33.9739	33.9739
Year-end capitalisation, RUB bln	511,865	426,137	304,762
Year-end capitalisation,[38] $ mln	5,707	4,191	3,896

In 2025, the dynamics of trading in ALROSA shares were greatly affected by the external information environment and the state of the sector.

Trends in the market price for ALROSA shares versus the MOEX Index in 2025[39]

The share price of ALROSA decreased by 28% in 2025, while the MOEX Index fell by 4% over the same period. ALROSA's share price performance was influenced by a variety of factors: high geopolitical

[38] The Company’s market capitalisation at the end of each reporting period, data from the Moscow Exchange at the Bank of Russia exchange rate on the last day of trading
[39] Source: Bloomberg

uncertainty, which impacts the entire stock market, as well as a mixed information background regarding the situation on the diamond market and a correction in the diamond price index due to the previous situation with overstocking in the cutting and polishing sector.

Figure 14. Performance of ALROSA shares and the MOEX Index for the 12 months of 2025[40]

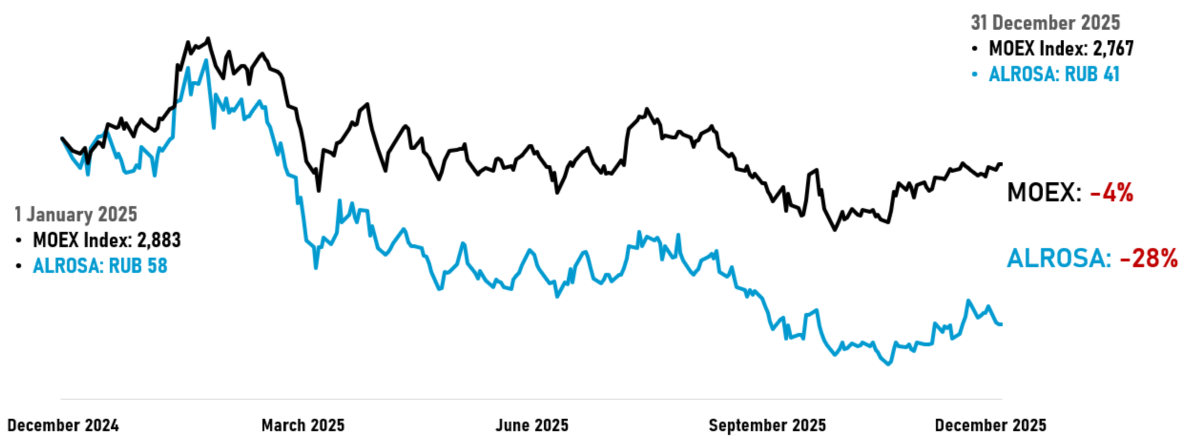


Table 23. As at 31 December 2025, ALROSA shares were included in the calculation base for the following major Russian indices

Index name	Index symbol	Weighting in index, %
MOEX Index and RTS Index	IMOEX, RTSI	0.57%
MOEX Metals and Mining Index and RTS Metals and Mining Index	MOEXMM, RTSMM	7.38%
Moscow Exchange Broad Market Indexand RTS Broad Market Index	MOEXBMI, RUBMI	0.52%
MOEX – RSPP Responsibility and Transparency Index	MRRT	1.13%
MOEX – RSPP Sustainability Vector Index	MRSV	5.38%
MOEX Climate Index	ICLIMATE	1.39%
MOEX – RAEX ESG Balanced Index	MESG	5.48%

5.1.2. Dividend policy

In accordance with the Regulations on Dividend Policy of PJSC ALROSA approved in 2021,[41] dividends are paid to shareholders subject to the following conditions:

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

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

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

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

During 2025, dividends for 2024 were neither declared nor paid. On 20 May 2025, the annual General Meeting of Shareholders supported the recommendation of the Company's Supervisory Board not to pay dividends for 2024. No shareholders' meeting was held to consider the payment of dividends for the first half of 2025.

[40] Source: Cbonds
[41] Approved by the Supervisory Board of PJSC ALROSA on 10 March 2021, Minutes No. 01/328-PR-NS dated 11 March 2021.

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

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

Table 24. Dividend payment trends, 2013–2025

Dividend period	Declaration date	Dividend per share, RUB	Total dividends accrued, RUB mln	Of which paid for the given dividend period in the reporting period,[42] RUB mln
2014	25 June 2015	1.47	10,826	10,824
2015	30 June 2016	2.09	15,392	15,381
2016	30 June 2017	8.93	65,769	65,688
2017	26 June 2018	5.24	38,592	82,238[43]
H1 2018	30 September 2018	5.93	43,674	
2018[44]	26 June 2019	4.11	30,270	58,493[45]
H1 2019	30 September 2019	3.84	28,281	
2019[46]	24 June 2020	2.63	19,370	19,346[47]
2020[48]	16 June 2021	9.54	70,262	134,918[49]
H1 2021	30 September 2021	8.79	64,738	
H1 2023	30 September 2023	3.77	27,766	27,756
2023	20 May 2024	2.02	14,877	14,727[50]
H1 2024	1 October 2024	2.49	18,339	18,332[51]
H2 2024	23 May 2025	-	-	-

5.2 Shareholder and investor relations

5.2.1. Investor relations

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

In 2025, the Company's management continued targeted communication as part of the temporary procedure for providing information at the request of government authorities in the constituent entities of the Russian Federation and local authorities.[52] In addition, the Company held 150 face-to-face meetings with shareholders and investors, 14 conferences and Non-Deal Roadshows (NDRs), as well as information visits to its production facilities for analysts from rating agencies and investment banks.

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[42] According to the financial statements of PJSC ALROSA
[43] Dividends paid in 2018 based on the results of operations for 2017 and H1 2018
[44] Dividends declared based on the results of operations for 2018, net of dividends declared based on the results for H1 2018. The total amount of declared dividends for 2018 was RUB 73,944 mln
[45] Dividends paid in 2019 based on the results of operations for H2 2018 and H1 2019
[46] Dividends declared based on the results of operations for 2019, net of dividends declared based on the results for H1 2019. The total amount of declared dividends for 2019 was RUB 47,651 mln
[47] Dividends paid in 2020 based on the results of operations for H2 2019
[48] Dividends declared based on the results of operations for H2 2020. No dividends were paid for H1 2020 due to negative free cash flow
[49] Dividends paid in 2021 based on the results of operations for H2 2020 and H1 2021
[50] Dividends paid in 2024 based on the results of operations for H2 2023
[51] Dividends paid in 2024 based on the results of operations for H1 2024
[52] Approved by Resolution of the Executive Committee of 26 August 2022 No. 01/366-PR-P, Resolution of the Government of the Russian Federation No. 351 of 12 March 2022 and Resolution of the Government of the Russian Federation No. 1102 of 4 July 2023

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

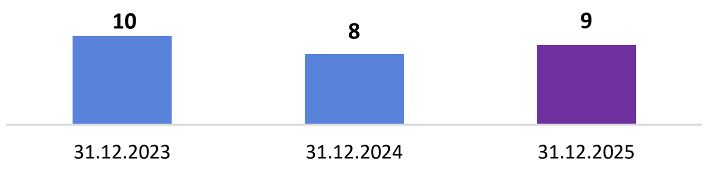
As at the end of 2025, fundamental analysis of the Company's securities was performed by 9 investment bank analysts and, in addition, independent analysts who publish their recommendations on social media.

Table 25. Analysts from investment banks performing fundamental analysis of ALROSA securities (shares and/or debt instruments) (at the end of 2025)

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

In 2025, the 12-month consensus analyst forecast for the Company's shares remained "buy." Based on the ALROSA performance, its reporting, the situation in the sector as a whole, analysts expect a further increase in the share value.

Figure 15. Number of analysts performing fundamental analysis of ALROSA shares and/or debt instruments



The Company plans the following investor relations activities for 2026:

- Participation in investment bank conferences.
- Organisation of an NDR with the participation of the Company's management to meet representatives of investment funds.
- Organisation of visits to the Company's production facilities.
- voluntary and mandatory disclosure of information in accordance with the requirements of Russian regulators and best global IR practices.
- Development of private investor relations, expansion of the investor base through more active positioning of the Company.
- Setting up corporate profiles on social media platforms to interact with the investment community.
- Interaction with analysts from rating agencies and investment banks to improve the fairness of the Company's valuation, as well as expand the number of banks/analysts covering the Company.
- Regular surveys of investors and analysts to find out their opinions on the Company's strategy, quality of information disclosure, assessment of management's actions, and possible areas of development.

6. Corporate governance

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

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

6.1. Corporate governance principles and structure

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

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

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

On 18 November 2025, based on the results of monitoring of the Company's corporate governance over the past year, the Russian Institute of Directors maintained the rating of PJSC ALROSA at NRCG 8+ "Leading Corporate Governance Practices" level according to the methodology of the National Rating of Corporate Governance (NRCG). A company with NRCG 8+ follows a substantial portion of the recommendations of the Russian Corporate Governance Code and sustainability standards. Stakeholder risks related to the quality of corporate governance and sustainability management are insignificant.

6.1.1 Corporate governance principles

PJSC ALROSA adheres to the following principles of corporate governance:

1. Regarding the rights of shareholders and the equality of conditions for shareholders:

- all shareholders are provided with the right to participate in the management of the Company by making decisions on the most important issues;
- all shareholders are provided with the equal and fair opportunity to participate in the distribution of the Company's profits through payment of dividends;
- all shareholders are given equal conditions and equal treatment;
- all shareholders are entitled to effective protection.

2. Regarding the organisation of and support for the work of the Supervisory Board:

- the Supervisory Board provides strategic management of the Company, defines the main principles and approaches to organising the systems of risk management and internal controls, monitors the activity of the Company's executive bodies, and performs other key functions;
- the Supervisory Board is accountable to the Company's shareholders;
- the Supervisory Board is effective and professional, capable of making objective, independent judgments and making decisions that support the interests of the Company and its shareholders;
- the Supervisory Board includes a sufficient number of independent directors;
- the Supervisory Board receives support in ensuring its effective operations, including the conduct of meetings (absentee voting), preparation for meetings, and the participation of its members;
- the Supervisory Board creates committees for preliminary consideration of the most important issues.

3. Regarding the organisation of and support for the work of the Corporate Secretary:

- the Corporate Secretary facilitates effective relations with shareholders, coordinates the Company's actions in protecting the rights and interests of shareholders and supports the effective work of the Supervisory Board.

4. Regarding the development and implementation of the remuneration system for the Supervisory Board members and the executive bodies:

- a fair level of compensation is paid by the Company to attract, motivate and retain people who have the required competencies and qualifications;

- the remuneration system for the Company’s executive bodies and other key executives enshrines the principle that remuneration depends on the Company’s performance and their personal contribution to its achievement.

5. Regarding the organisation and functioning of the system of risk management and internal controls:
- an effective system of risk management and internal controls has been created at the Company;
- the Company organises internal audits for a systematic independent assessment of the reliability and effectiveness of the management system.

6. Regarding information disclosures on the Company:
- the Company and its operations are transparent to shareholders, investors and other stakeholders;
- complete, up-to-date and reliable information on the Company is promptly disclosed in order to ensure that shareholders and investors are able to make informed decisions;
- information and documents are provided at the request of shareholders in accordance with the principles of equal and unhindered access.

6.1.2 Governance structure

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

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

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

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

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

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

6.2. General Meeting of Shareholders

6.2.1 Information on the conduct of General Meetings of Shareholders

The General Meeting of Shareholders is the supreme management body of PJSC ALROSA acting on the basis of Russian legislation, the Articles of Association and the Regulations on the General Meeting of Shareholders of PJSC ALROSA.[53]

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

In addition to an annual General Meeting of Shareholders, an extraordinary General Meeting of Shareholders / absentee voting may be conducted.

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

- election of members of the Supervisory Board and the Revision Commission of the Company;
- approval of the Company's annual reports and annual financial statements;
- distribution of the Company's profits and losses based on the results of a reporting year;
- payment (declaration) of dividends;
- appointment of the Company’s auditor;

[53] Approved by the decision of the annual General Meeting of Shareholders held on 20 May 2025 (Minutes No. 50)

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

On 20 May 2025, an annual absentee vote was held for the General Meeting of Shareholders of PJSC ALROSA to make decisions.

The agenda of the annual absentee voting for decision-making by the General Meeting of Shareholders of PJSC ALROSA contained the following issues:[54]

1. Approval of the Annual Report of PJSC ALROSA.
2. Approval of the annual financial statements of PJSC ALROSA.
3. Distribution of profits (including payment (declaration) of dividends) and losses for 2024.
4. Approval of the distribution of retained earnings of previous years.
5. Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA.
6. Payment of remuneration to the members of the Revision Commission of PJSC ALROSA.
7. Election of the Supervisory Board members of PJSC ALROSA.
8. Election of the Revision Commission members of PJSC ALROSA.
9. Appointment of the audit firm for PJSC ALROSA.
10. Approval of a new version of the Articles of Association of PJSC ALROSA.
11. Approval of a new version of the Regulations on the General Meeting of Shareholders of PJSC ALROSA.
12. Approval of a new version of the Regulations on the Supervisory Board of PJSC ALROSA.
13. Approval of a new version of the Regulations on the Executive Committee of PJSC ALROSA.
14. Approval of a new version of the Regulations on Revision Commission of PJSC ALROSA.
15. Approval of a new version of the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA.
16. Approval of a new version of the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA.

6.3 Supervisory Board

6.3.1 General information on the Supervisory Board

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

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

The scope of authority of the Supervisory Board includes resolving the issues of general management of the Company's activities, except for the issues falling within the competence of the General Meeting of Shareholders and the executive bodies under the Federal Law "On Joint Stock Companies" and the Company's Articles of Association.

[54] Minutes No. 50 dated 23 May 2025

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

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

6.3.2 Regulations on the Supervisory Board

A new version of the Regulations on the Supervisory Board of PJSC ALROSA was approved by the annual General Shareholders Meeting of the Company held on 20 May 2025.[55]

6.3.3 Members of the Supervisory Board

There were changes in the composition of the Supervisory Board in 2025. On 20 May 2025,[56] as a new composition of the Supervisory Board was elected by the annual General Meeting of Shareholders and the authorities of the previous board were terminated:

One member left the Supervisory Board:[57]	One new member joined the Supervisory Board:
Andrey Lobashev	Georgy Basharin

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

Table 26. Supervisory Board members in 2025

1 January 2025 – 20 May 2025	20 May 2025 – 31 December 2025
Anton Siluanov Chairman	Anton Siluanov Chairman
Aysen Nikolayev First Deputy Chairman	Aysen Nikolayev First Deputy Chairman
Sergey Ivanov Deputy Chairman	Sergey Ivanov Deputy Chairman
Pavel Bagynanov	Pavel Bagynanov
Evgenia Grigorieva (independent director)	Evgenia Grigorieva (independent director)
Full name[58]	Full name
Andrey Donets (independent director)	Andrey Donets (independent director)
Sergey Dyachenko (senior independent director)	Sergey Dyachenko (senior independent director)
Andrey Lobashev	Georgy Basharin
Igor Nikolayev	Igor Nikolayev
Pavel Marinychev	Pavel Marinychev
Sergey Mestnikov	Sergey Mestnikov
Alexey Moiseev	Alexey Moiseev
Andrey Ryumin	Andrey Ryumin
Petr Fradkov	Petr Fradkov

As at 31 December 2025, the Supervisory Board of PJSC ALROSA consisted of 15 members, of whom one member was an executive director (CEO – Chairman of the Executive Committee) and 14 members were non-executive directors, three of whom were independent.

Brief profiles of the members of the Supervisory Board (as at 31 December 2025)

Anton SILUANOV
Chairman of the Supervisory Board of PJSC ALROSA

Aysen NIKOLAYEV

[55] Minutes No. 50 dated 23 May 2025
[56] Minutes No. 50 dated 23 May 2025
[57] The biographical background of the Supervisory Board members who sat on the Supervisory Board as at 31 December 2024 but were removed from the Supervisory Board as at 31 December 2025 is provided in the 2024 Annual Report
[58] Hereinafter access to information about the full names of individual members of the Company's management and control bodies is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 "On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market""

First Deputy Chairman of the Supervisory Board
Member of the Strategy and Sustainability Committee of the Supervisory Board

Sergey IVANOV
Deputy Chairman of the Supervisory Board
Member of the Strategy and Sustainability Committee of the Supervisory Board

Pavel BAGYNANOV
Member of the Strategy and Sustainability Committee of the Supervisory Board

Evgenia GRIGORIEVA
Chairwoman of the HR and Remuneration Committee of the Supervisory Board
Member of the Audit Committee of the Supervisory Board
Member of the Strategy and Sustainability Committee of the Supervisory Board
Independent Director

Full name
Member of the Strategy and Sustainability Committee of the Supervisory Board

Andrey DONETS
Member of the Strategy and Sustainability Committee of the Supervisory Board
Member of the HR and Remuneration Committee of the Supervisory Board
Member of the Audit Committee of the Supervisory Board
Independent Director

Sergey DYACHENKO
Chairman of the Audit Committee of the Supervisory Board
Member of the Strategy and Sustainability Committee of the Supervisory Board
Member of the HR and Remuneration Committee of the Supervisory Board
Senior Independent Director

Georgy BASHARIN
Member of the Strategy and Sustainability Committee of the Supervisory Board

Igor NIKOLAYEV
Member of the Strategy and Sustainability Committee of the Supervisory Board
Member of the HR and Remuneration Committee of the Supervisory Board

Pavel MARINYCHEV
Member of the Strategy and Sustainability Committee of the Supervisory Board

Sergey MESTNIKOV
Member of the Strategy and Sustainability Committee of the Supervisory Board

Alexey MOISEEV
Chairman of the Strategy and Sustainability Committee of the Supervisory Board

Andrey RYUMIN
Member of the Strategy and Sustainability Committee of the Supervisory Board

Petr FRADKOV
Member of the Strategy and Sustainability Committee of the Supervisory Board

Table 27. Key competencies of the Supervisory Board members[59]

No.	Full name	Strategic planning	International cooperation / doing business	Risk management	Sustainability and ESG	Marketing	Law	Operations	Industry	Financial reporting analysis	Human resources and incentive systems management	Innovations, IT	Knowledge of the specifics of the Company's regions of presence	Public administration
1.	**Full name**	+	*	+	+	*	*	*	+	+	+	+	+	+
2.	**Full name**	+	+	+	*	*	+	+	*	+	+	*	+	+
3.	**Full name**	+	*	+	+	*	*	+	*	+	+	*	*	+
4.	**Full name**	+	+	+	+	+	+	+	+	+	+	+	+	+
5.	**Full name**	+	**	*	+	*	*	*	+	+	*	*	*	+
6.	**Full name**	+	**	+	+	*	+	+	+	+	+	+	+	+
7.	**Full name**	*	*	*	+	**	**	+	+	*	*	**	+	*
8.	**Full name**	*	**	*	**	*	**	**	*	*	*	*	*	*
9.	**Full name**	*	-	**	**	**	+	*	*	*	+	*	+	+
10.	**Full name**	+	*	+	*	+	+	*	+	+	*	*	*	+
11.	**Full name**	+	+	+	+	*	*	+	+	+	+	*	+	*
12.	**Full name**	+	*	**	+	+	*	**	**	+	+	*	*	+
13.	**Full name**	+	*	+	*	*	*	+	+	*	+	*	*	**
14.	**Full name**	+	+	*	*	*	*	+	+	+	*	+	*	*
15.	**Full name**	+		+						+	+			
16.	**Full name**[60]	*	**	*	-	*	**	**	*	**	*	**	*	*

Legend:
+ — expert
* — has experience
** — has general knowledge
- — has no experience

[59] Based on questionnaires completed by the members of the Supervisory Board
[60] Member of the Supervisory Board in the corporate year 2024–2025

6.3.4 Meetings of the Supervisory Board

In the reporting year, 22 corporate events of the Supervisory Board were held – 21 involved absentee voting and one was held by means of a video conference.

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

The following corporate events of the Supervisory Board Committees were held in 2025:

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

Table 28. Participation of the Supervisory Board members in meetings in 2025[61]

No.	Name	Participation in corporate events in 2025		
		Total	including	
			in person/through a video conf.	in absentia
Members of the Supervisory Board who left the board as at 20 May 2025				
1.	Full name	9	1	8
Members of the Supervisory Board who were elected to the Board on 20 May 2025				
1.	Full name	12	0	12
Members of the Supervisory Board who were on the Board throughout 2025				
1.	Full name	21	1	20
2.	Full name	22	1	21
3.	Full name	22	1	21
4.	Full name	22	1	21
5.	Full name	22	1	21
6.	Full name	22	1	21
7.	Full name	22	1	21
8.	Full name	22	1	21
9.	Full name	22	1	21
10.	Full name	20	0	20
11.	Full name	22	1	21
12.	Full name	22	1	21
13.	Full name	20	1	19
14.	Full name	22	1	21

In 2025, the Supervisory Board considered 100 issues in the areas listed in the table below.

Table 29. Areas of the Supervisory Board activities in 2025

Topic area	Number of issues considered in the topic area
Corporate governance	36
Consideration of reports	25
Strategy and priority lines of business	4
Control and risks	2
Approval of / amendments to internal documents	17
Approval of transactions	11
HR and remuneration	5
Total	**100**

The full list of the Supervisory Board meetings, considered issues and made decisions is given in Appendix 14.

[61] The Company has no minimum requirements for attendance at meetings of the Supervisory Board. At the same time, the remuneration of the Supervisory Board members depends on the number of meetings attended by the relevant member of the Supervisory Board. No remuneration for serving on the Supervisory Board is paid if a member is absent from more than half of the Board's meetings and absentee votes

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

In 2025, the Supervisory Board considered a number of issues related to the organisation of the risk management and internal controls system.

1. The Annual Critical Risk Report for 2024 and the Action Plan to Minimise Critical Risks for 2025 were approved.

- The report contained information on critical risks that materialised within the Company, details regarding the internal and external factors influencing the assessment of these risks, and a report on risk management measures implemented in 2024. Based on the results of the critical risk reassessment, an updated Risk Map as of 31 December 2024 was prepared.
- A Risk Passport was developed for each critical risk, detailing assessment results as of both 31 December 2023 and 31 December 2024. The 2025 action plan was formulated taking into account current geopolitical constraints.

2. The Supervisory Board approved reports on the results of reliability and effectiveness assessment of the risk management and internal controls system and a report on corporate governance practices of PJSC ALROSA for 2024.[62]

- Based on the reliability assessment, the Risk Management and Internal Controls System (RM&ICS) was recognised as effective, with specific improvements to its components recommended. While these components partially align with Russian and international guidance, the overall reliability and effectiveness rating of the RM&ICS stands at 74% (compared to 73% from the external assessment for 2023).

3. The Supervisory Board approved the Risk Management and Internal Controls Policy of PJSC ALROSA.

- The Policy replaced the Internal Controls Policy, the Risk Management Policy, and the Regulations on Risk Management approved by the Supervisory Board of PJSC ALROSA on 29 December 2020.[63] The adoption of this new Policy aims to maintain and enhance the effectiveness of the RM&ICS, ensure up-to-date risk information reflecting changing internal and external factors, guarantee the proper functioning of controls and compliance with legislation and other regulations. RM&ICS participants, the procedure and deadlines for submitting risk and internal control reporting documents were updated.

4. The risk appetite definition was updated.[64]

- The risk appetite indicators are approved annually by the Supervisory Board for the next year. As part of the current update, the indicators were expanded to cover the Company's gold mining operations due to the addition of new strategic priorities of the Company.

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

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

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

[62] Minutes No. 01/427-PR-NS dated 9 April 2025
[63] Minutes No. 01/326-PR-NS dated 30 December 2020
[64] Minutes No. 01/427-PR-NS of 9 April 2025, Minutes No. 01/442-PR-NS of 26 December 2025

The focus of the Supervisory Board in 2025 continued to be on responsible business conduct, including ensuring sustainable development, compliance with high standards of industrial and environmental safety culture and ensuring that the Company operates in the interests of its shareholders.

In this area, the Supervisory Board approved ALROSA Group's Sustainability Report for 2024 and the Industrial Safety Policy.

On 20 March 2025, the Supervisory Board approved ALROSA Group's 2025–2029 Development Strategy.

On 29 December 2025, the Supervisory Board approved the draft Development Strategy of ALROSA Group for 2026–2030 that will help ensure the Group's stable financial performance, promote economic growth in the regions of its operations and sustainable development of the Group.

The Company's Consolidated Budget for 2026 was adopted by the Supervisory Board on 29 December 2025.[65] The draft Consolidated Budget had been initially approved by the Strategy and Sustainability Committee.

Responding to market conditions and external pressures to strengthen financial resilience and boost cash flow, the Company is significantly expanding its optimisation programme across all business areas, including the reduction of both production and non-production costs, while intensifying measures to enhance operational efficiency.

ALROSA will continue to consistently improve its operational activities, implement engineering, technical, and digital solutions at all stages of the production and sales chain, expand its expertise in diamond and gold mining, ensure growth of diamond and precious metal reserves (recording a resource base of 2.6 mln carats of diamonds and 13.5 tonnes of gold), develop generic marketing programmes in markets with the greatest growth potential and in the Russian market, develop its cutting and polishing complex, and implement IT projects for the import substitution program.

In 2025, the Supervisory Board also considered and approved the following documents:

- regulations on Supervisory Board Committees (new versions);
- Risk Management and Internal Controls Policy of PJSC ALROSA;
- Procedure for Coordinating the Development Strategy of ALROSA Group with the Ministry of the Russian Federation for the Development of the Far East and Arctic (new version);
- Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA (as amended);
- Regulation on the Corporate Secretary of PJSC ALROSA (as amended);
- Compliance Policy of PJSC ALROSA (new version);
- Regulations on Internal Audit of the joint-stock company ALROSA (public joint-stock company) (new version);
- Methodology for Calculating the Labour Productivity Indicator of PJSC ALROSA (new version);
- Procurement Regulations of ALROSA Group (new version);
- Regulations on Insider Information of PJSC ALROSA (new version);
- Procedure for Auditing the Industrial Safety Management System of PJSC ALROSA;
- Programme to Divest Non-Core Assets of PJSC ALROSA (new version);
- Industrial Safety Policy of PJSC ALROSA.

6.3.7 Key results of the Supervisory Board's performance assessment

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

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

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

[65] Minutes No. 01/442-PR-NS dated 29 December 2025

On 18 November 2025, based on the results of monitoring of the Company's corporate governance over the past year, the Russian Institute of Directors maintained the rating of PJSC ALROSA at NRCG 8+ "Leading Corporate Governance Practices" level according to the methodology of the National Rating of Corporate Governance (NRCG). NRCG 8+ means that PJSC ALROSA follows a substantial portion of the recommendations of the Russian Corporate Governance Code and sustainability standards. Stakeholder risks related to the quality of corporate governance and sustainability management are insignificant.

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

- The Supervisory Board adopted the Environmental and Climate Strategies of ALROSA Group to 2035.
- Conducting an external assessment of the Supervisory Board's performance. Experts note that, as in previous periods, the assessment results were reviewed through absentee voting by ALROSA's Supervisory Board members, whereas the Russian Corporate Governance Code (Clause 168) recommends that the relevant issue be considered at an in-person meeting.
- Disclosure on the individual remuneration of the Supervisory Board members and the aggregate remuneration of executive bodies' members in the Company's Annual Report for 2024.
- The Supervisory Board approved ALROSA Group's Development Strategy for 2025–2029, the Programme for Innovation Development and Technological Upgrade of PJSC ALROSA for the period up to 2028 with an outlook to 2030, and the 2025–2029 ALROSA Group Sustainability Programme.

One of the constraints requiring further consideration by the Company is that the majority of Supervisory Board meetings are held by absentee voting.

At the same time meetings of the Supervisory Board's Strategy and Sustainability Committee, which comprises 14 of the 15 Supervisory Board members, are primarily held in person.

Results of assessing the performance of the Supervisory Board and its committees

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

In accordance with the Corporate Governance Code of the Bank of Russia,[66] and the Corporate Governance Code of PJSC ALROSA based on the Regulations on Supervisory Board Evaluation of PJSC ALROSA[67] and the decision of the Supervisory Board dated 20 August 2025,[68] self-assessment of the performance of the Supervisory Board of PJSC ALROSA and its committees (hereinafter the "assessment") was carried out in December 2025.

The objectives of the performance assessment included:

- obtain well-considered information on the level of effectiveness of the Supervisory Board and its committees, and how well their work meets the needs of the Company's development;
- improve the practices of the Supervisory Board and develop the system of corporate governance at the Company;
- raise confidence of shareholders and potential investors in the Company;
- reinvigorate the work of the Supervisory Board;
- identify areas for improvement in the activities of the Supervisory Board and its committees, and factors hindering their effective work.

The assessment was conducted through a written survey of the Supervisory Board members. Fifteen out of the fifteen elected members of the Supervisory Board took part in the assessment.

The assessment concludes that the Supervisory Board's performance is highly effective. It confirms that the Supervisory Board operated effectively throughout 2025. The overall average effectiveness score of

[66] Information Letter No. IN-06-28/41 dated 26 April 2019
[67] Approved on 14 December 2018 (Minutes No. A01/285-PR-NS)
[68] Minutes No. 01/435-PR-NS dated 20 August 2025

3.98 out of 4, achieved in 2025, remains consistent with the rating provided by the external consultant, JSC VTB Registrar, in 2024.

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

6.3.8 Remuneration of the Supervisory Board members

Regulations on Remuneration to Members of the Supervisory Board

The Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA[69] were approved by the annual General Meeting of Shareholders on 20 May 2025. The Company approved a new version of the Regulations to ensure compliance with amendments to the legislation on joint-stock companies. The key provisions regarding the determination of the amount of remuneration of the Supervisory Board members remained unchanged.

In accordance with the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA, remuneration may be paid for participating in the work of the Supervisory Board (base remuneration) and for performing the functions of the Chairman of the Supervisory Board (50% of the base remuneration amount), senior independent director (30% of the base remuneration amount), and also for chairmanship (30% of the base remuneration amount) and/or membership (20% of the base remuneration amount) of the Supervisory Board Committees (additional remuneration). There are no other forms of remuneration. The amount of the base remuneration is set at RUB 6 mln. The members of the Supervisory Board may also be compensated for expenses related to the performance of their functions.

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

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

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

The annual General Meeting of Shareholders of PJSC ALROSA held on 20 May 2025[70] decided to pay remuneration to non-public officials for their work as members of the Supervisory Board of PJSC ALROSA during the 2024–2025 corporate period (year) in the amount and according to the procedure established by the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA.

Table 30. Remuneration paid to the Supervisory Board members, RUB thousand

	2023	2024	2025
Total amount of remuneration paid to the Supervisory Board members	59,525	58,816	72,699

The total amount of remuneration payments to the members of the Supervisory Board for the 2024–2025 corporate year equalled RUB 72,699.00 thousand (seventy-two million six hundred and ninety-nine thousand). The increase in the amount of remuneration paid to the members of the Supervisory Board versus the 2023–2024 corporate year was due to an increase in the number of members of the Supervisory Board entitled to receive remuneration.

Table 31. Remuneration paid to the Supervisory Board members in 2025

Full name	Amount of remuneration for participation in the work of the	Additional remuneration for performance of additional duties (chairing the committees or	Total amount of remuneration, RUB

[69] Minutes No. 50 dated 23 May 2025
[70] Minutes No. 50 dated 23 May 2025

	Supervisory Board, RUB	chairing the Supervisory Board), RUB	
Full name	6,000,000	1,200,000	7,200,000.00
Full name	6,000,000	4,200,000	10,200,000.00
Full name	5,850,000	585,000	6,435,000.00
Full name	6,000,000	3,480,000	9,480,000.00
Full name	6,000,000	6,000,000	12,000,000.00
Full name	6,000,000	1,200,000	7,200,000.00
Full name	6,000,000	2,400,000	8,400,000.00
Full name	5,700,000	684,000	6,384,000.00
Full name	5,400,000	-	5,400,000.00

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

In 2025, the Company or the legal entities of ALROSA Group did not provide any loans to the members of the Supervisory Board.

6.3.9 Committees of the Supervisory Board and their composition

Audit Committee

The Regulations on the Audit Committee of the Supervisory Board of PJSC ALROSA were approved by the Supervisory Board on 21 February 2025.[71]

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

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

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

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

In 2025, the Audit Committee of the Supervisory Board of PJSC ALROSA included the following members:

1 January 2025 – 31 December 2025
Sergey Dyachenko (senior independent director) – Chairman
Evgenia Grigorieva (independent director)
Andrey Donets (independent director)

In the reporting period, 17 events were held, eight of which were held in absentia and nine via videoconference. In 2025, the Committee considered 57 issues.

The list of the meetings and issues considered is provided in Appendix 14.

Table 32. Participation of the Audit Committee members in the Committee meetings in 2025

Name	Audit Committee meetings attended in 2025	
	Total	including

[71] Minutes No. 01/423-PR-NS dated 24 February 2025

		in person/through a video conf.	in absentia
Evgenia Grigorieva	17	9	8
Sergey Dyachenko	17	9	8
Andrey Donets	17	9	8

Report on the performance of the Audit Committee in 2025

In the reporting year, the Audit Committee continued to focus on the efficiency and improvement of the RM&ICS, analysis of procurement activities, control over the completeness and accuracy of the financial statements of ALROSA Group.

The Audit Committee paid attention to matters concerning the functioning of the anti-corruption management system, the implementation of the information security strategy, the transformation strategy for maintenance and repair operations (MRO), as well as procurement and logistics processes. It also reviewed the results of major investment projects, innovative activities, improvements in occupational health and safety, and the implementation of the Information Policy. In addition, the Committee prepared recommendations for the Supervisory Board regarding the approval of transactions, internal documents, and reports.

The Audit Committee continued its activities aimed at ensuring the effective operation of the Internal Audit Department and the external auditor, controlling their independence and objectivity, and monitoring the quality of their work, including by examining the outcomes of audits conducted in key business areas.

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

Strategy and Sustainability Committee

The Regulations on Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA were approved by the Supervisory Board on 21 February 2025.[72]

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

- identification of the strategic goals and strategic risks of the Company's activity, including in the area of sustainability; assessment of the Company's financial and non-financial risks, approval of the Group's development strategy, attraction of long-term investments;
- consideration of issues related to defining and achieving the Company's strategic goals in the area of sustainability, including issues of occupational health and safety, environmental protection, the development of human capital and regions of presence, and responsible business practices;
- approval of long-term, medium-term, and short-term financial and business plans (investment, credit, integration and dividend policy), as well as the Company's strategic documents on sustainable development, including the Sustainability Programme;
- improvement of corporate relations, including proposals aimed at improving corporate governance practices, introduction of the relevant amendments to the Articles of Association and internal documents of the Company, and proposals on the relevant HR decisions for the Company's executive bodies;
- approval of the Company's internal documents related to the Committee's functions, including the Procurement Regulations;
- analysis and forecasting of scientific and technical development and the assessment of the level of modernisation and optimisation of the technologies in use at the Company;
- the Company's participation in international initiatives, organisations, and associations on issues of sustainability and responsible business practices;
- preliminary consideration and approval of periodic reporting on the achievement of the strategic sustainable development goals set out in the ALROSA Group Sustainability Programme;
- approval and revision of criteria for monitoring the effectiveness of strategic goals set under the ALROSA Group Sustainability Programme, assessment of the achievement of these

[72] Minutes No. 01/423-PR-NS dated 24 February 2025

performance indicators, and interaction with the HR and Remuneration Committee on these issues (if necessary);

- consideration of management reports on material sustainability issues, including reports on all fatalities and serious accidents in the Group and the actions taken by management as a result of such accidents;
- regular visits to the Group's production sites in order to gain a deeper understanding of the production process and meet local employees;
- consideration and approval of ALROSA Group's sustainability reporting;
- creation and periodic review of the Company's system of internal documents, approval of new and assessment of the effectiveness of existing documents in achieving strategic goals in the area of sustainable development.

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

In 2025, new members were elected to the Supervisory Board by the annual General Meeting of Shareholders, and the Strategy and Sustainability Committee was renewed as well:

1 January 2025 – 20 May 2025	26 May 2025 – 31 December 2025
Alexey Moiseev **Chairman**	Alexey Moiseev Chairman
Pavel Bagynanov	Pavel Bagynanov
Evgenia Grigorieva (independent director)	Evgenia Grigorieva (independent director)
Full name	Full name
Andrey Donets (independent director)	Andrey Donets (independent director)
Sergey Dyachenko (senior independent director)	Sergey Dyachenko (senior independent director)
Igor Nikolayev	Igor Nikolayev
Andrey Lobashev	Georgy Basharin
Sergey Ivanov	Sergey Ivanov
Sergey Mestnikov	Sergey Mestnikov
Aysen Nikolayev	Aysen Nikolayev
Andrey Ryumin	Andrey Ryumin
Petr Fradkov	Petr Fradkov
Pavel Marinychev	Pavel Marinychev

Table 33. Participation of the Strategy and Sustainability Committee members in the Committee meetings in 2025

Name	Total	including	
		in person/through a video conf.	in absentia
Members of the Supervisory Board who were on the Committee throughout 2025			
Full name	5	4	1
Full name	5	4 (1 w. o.)	1
Full name	5	4	1
Full name	5	4 (4 w. o.)[73]	1
Full name	5	4 (1 w. o.)	1
Full name	5	4	1
Full name	5	4	1
Full name	5	4	1
Full name	5	4 (2 w. o.)	1
Full name	2	1 (1 w. o.)	1
Full name	5	4	1
Full name	4	3 (3 w. o.)	1
Full name	5	4 (4 w. o.)	1
Member of the Supervisory Board who left the Supervisory Board in 2025			
Full name	3	3	0
Member of the Supervisory Board who was elected to the Committee on 26 May 2025			

[73] w.o. – written opinion

Full name	2	1	1

In 2025, the Strategy and Sustainability Committee held five events, four of which were held as video conferences and one involved absentee voting. The Committee considered 12 issues in the reporting period.

The list of the meetings and considered issues is provided in Appendix 14.

Report on the performance of the Strategy and Sustainability Committee in 2025

In the reporting year, the Committee thoroughly reviewed and developed recommendations for the Supervisory Board on the following significant areas of the Company's activities:

- determination of strategic goals and approval of the Company's development strategy;
- approval of the budget, budget performance forecast, review of efficiency improvement measures proposed by management;
- approval of KPI targets and evaluation of their achievement;
- matters related to the Company's sustainable development, including the report on the implementation progress of the Sustainability Programme.

HR and Remuneration Committee

The Regulations on HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA were approved by the Supervisory Board on 21 February 2025.[74]

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

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

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

1 January 2025 – 31 December 2025
Evgenia Grigorieva (independent director) – chair
Sergey Dyachenko (senior independent director)
Andrey Donets (independent director)
Igor Nikolayev (non-executive director)

In 2025, the HR and Remuneration Committee held 15 events, two of which were held as video conferences and 13 involved absentee voting. The HR and Remuneration Committee of the Supervisory Board considered 28 issues in the reporting period.

The list of the meetings and considered issues is provided in Appendix 14.

Table 34. Participation of the HR and Remuneration Committee members in the Committee meetings in 2025

Name	**Participation in the work of the HR and Remuneration Committee in 2025**		
	Total	**including**	
		in person/through a video conf.	**in absentia**
Evgenia Grigorieva	15	2	13

[74] Minutes No. 01/423-PR-NS dated 24 February 2025

Sergey Dyachenko	15	2	13
Andrey Donets	15	2	13
Igor Nikolayev	15	2	13

Report on the performance of the HR and Remuneration Committee in 2025

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

For example, in accordance with the Listing Rules of the Moscow Exchange and the Corporate Governance Code recommended by the Bank of Russia, the Committee, together with the Corporate Secretary of the Company, continued to work on the annual performance assessment of the Supervisory Board of PJSC ALROSA and its members. The Committee reviewed the report on the results of the external assessment of the Supervisory Board's activities and those of its committees. It also recommended that the Supervisory Board adopt a decision to conduct a self-assessment of the Board and its committees for the upcoming period. In addition, the Committee assessed the composition of the Supervisory Board in terms of professional specialisation, experience, independence and involvement in the work of the Supervisory Board.

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

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

6.4 Executive management bodies

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

The amended Regulations on the Executive Committee of PJSC ALROSA were approved by the annual General Meeting of Shareholders on 20 May 2025.[75]

In 2025, the Executive Committee discussed 63 issues.

Table 35. Issues considered by the Executive Committee in 2025

Topic area	Number of issues considered in the topic area
Matters requiring preliminary consideration before being referred to the Supervisory Board, except for transactions	14
Preliminary consideration of transactions (including charity and sponsorship transactions)	6
Defining the directions for achieving goals, strategy, policies and programmes, including the analysis and consolidation of results of business units' work on their implementation	8
HR and social issues	27
Consideration of internal documents	2
Risk management	6
Total	**63**

[75] Minutes No. 50 dated 23 May 2025

The Executive Committee handles matters of day-to-day operations related to ensuring the reliability and efficiency of production, the development of key business areas, and long-term development objectives.

In the reporting year, the Executive Committee approved and recommended the following for approval by the Supervisory Board:

- the consolidated budget of PJSC ALROSA, social expense limits for ALROSA Group and the target KPIs of the Group for 2026;
- ALROSA Group's Development Strategy for 2025–2029;
- the report on implementation in 2024 of the Long-Term Development Programme of ALROSA Group for 2024–2028 and achievement of KPIs;
- the report on the implementation of the Programme for Innovation Development and Technological Upgrade of PJSC ALROSA for 2024 and the updated Programme for Innovation Development and Technological Upgrade for the period up to 2028 with an outlook to 2030;
- the report on the implementation of the Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 and the updated Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2025 with forecast values for the period up to 2029;
- the action plan to minimise critical risks for 2025.

The Executive Committee recommended that the Supervisory Board approve: PJSC ALROSA's Annual Report for 2024, the Annual Critical Risk Report for 2024, the draft Development Strategy of ALROSA Group for 2026–2030. Approval was also recommended for the transactions envisaged in the 2026 budget for charitable contributions, other non-reimbursable transactions, and sponsorship activities. The Executive Committee provided recommendations to the Supervisory Board on the distribution of profits for 2024 and retained earnings of previous years, including the amount of dividends on PJSC ALROSA shares. The Executive Committee carries out a preliminary review of the annual financial statements of PJSC ALROSA and its quarterly and annual reports on the results of procurement activities.

Among the issues that were in the focus of the Executive Committee in the reporting year, the following can be highlighted:

- Review of the Group's gold mining development programme for 2025–2045.
- Review of the concept for a unified register of ALROSA Group business processes.
- Approval of the revised 2030 Development Strategy for the research division of Yakutniproalmaz Institute, the updated Information Technology Development Strategy for PJSC ALROSA for 2024–2026; management targets to implement the Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2025.
- Discussion of reports:
    - on the implementation progress of the Consolidated Budget of PJSC ALROSA and the forecast of the implementation of the Consolidated Budget of PJSC ALROSA for 2025 with proposals on corrective measures;
    - on the implementation progress of the Development Strategy of the cultural and sports Centre of PJSC ALROSA for the medium term (2022–2024);
    - on the implementation progress in 2024 of the Information Technology Development Strategy for 2024–2026;
    - on the implementation progress in 2023–2024 of the 2030 Development Strategy for the research division of Yakutniproalmaz Institute;
    - on the implementation progress in 2024 of the updated Strategy for the Development of Corporate Healthcare in the Republic of Sakha (Yakutia) for 2023–2026;
    - on the operation of the energy management system of PJSC ALROSA in 2024;
    - on the results of the Compliance Hotline for 2024 and 6 months of 2025.
- approval of candidates for ALROSA Group corporate awards for the 2024 performance, and for the title of "Best Inventor of PJSC ALROSA" for 2024.

The meetings of the Executive Committee in 2025 also considered other matters assigned by the Articles of Association to the competence of the Executive Committee: review of internal regulations, financial and sponsorship assistance, making and recommending gratuitous transactions.

Members of the Executive Committee

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

On 26 August 2019, the Supervisory Board decided[76] that the number of members of the Executive Committee should be six. As at 31 December 2025, the Executive Committee of PJSC ALROSA consisted of five members.

Pavel Marinychev is the CEO – Chairman of the Executive Committee of PJSC ALROSA.

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

On 9 April 2026, the Supervisory Board of PJSC ALROSA established that the overall performance assessment score for the collegial executive body – the Executive Committee of PJSC ALROSA – for 2025 was five out of six points[77].

6.4.2 Remuneration of members of the executive body

Regulations on remuneration of the Company's executive bodies

The remuneration to the CEO – Chairman of the Executive Committee for 2025 is paid in accordance with the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee approved by the Supervisory Board of PJSC ALROSA (hereinafter the "Supervisory Board") on 8 June 2022[78] and amended by the Supervisory Board on 29 June 2023,[79] 9 April 2024,[80] 20 December 2024[81] and 20 March 2025.[82]

The remuneration to the members of the Executive Committee for 2025 is paid in accordance with the Regulation on Remuneration of the Members of the Executive Committee approved by the Supervisory Board on 28 June 2022[83] and amended by the Supervisory Board on 20 December 2024.[84]

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

The KPIs for the CEO – Chairman of the Executive Committee and the members of the Executive Committee established in the Regulations on KPI System of PJSC ALROSA (approved by the Supervisory Board on 8 June 2022[85] and amended by the Supervisory Board on 12 December 2023[86] and 20 December 2024[87]) are as follows:

- quarterly KPIs: revenue from the sale of core products, production of rough diamonds, earnings before deduction;
- annual KPIs: dividend flow, return on equity, margin on earnings before deduction, labour productivity, implementation of the Sustainability Programme, the volume of run-of-mine ore, integrated KPI for innovation.

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

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

The total remuneration paid to the members of the executive body in 2025 was RUB 455,135,000. In the reporting year, the Company and other legal entities of ALROSA Group did not provide any loans to the CEO – Chairman of the Executive Committee or the members of the Executive Committee.

Table 36. Remuneration paid to the members of the Executive Committee, RUB thousand

[76] Minutes No. 50 dated 23 May 2025
[77] Minutes № 01/450-PR-NS dated 9 April 2026
[78] Minutes No. 01/361-PR-NS dated 9 June 2022
[79] Minutes No. 01/384-PR-NS dated 29 June 2023
[80] Minutes No. 01/401-PR-NS dated 10 April 2024
[81] Minutes No. 01/419-PR-NS dated 23 December 2024
[82] Minutes No. 01/425-PR-NS dated 21 March 2025
[83] Minutes No. 01/362-PR-NS dated 29 June 2022
[84] Minutes No. 01/419-PR-NS dated 23 December 2024
[85] Minutes No. 01/361-PR-NS dated 9 June 2022
[86] Minutes No. 01/394-PR-NS dated 13 December 2023
[87] Minutes No. 01/419-PR-NS dated 23 December 2024

Indicator	2023	2024	2025
Current remuneration payable during the reporting period and within 12 months of the reporting date, including:	**484,850**	**475,445**	**455,135**
wages for the reporting period, annual paid vacation for work in the reporting period, payments for medical treatment, healthcare services, utilities, and other payments to key management personnel	415,746	406,352	391,157
accrued taxes and other mandatory payments to the corresponding budgets and extrabudgetary funds	69,104	69,093	63,978

6.5 Corporate Secretary

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

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

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

The functions, rights and obligations of the Corporate Secretary are established by the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 5 March 2022[88] and subsequently amended by it.[89]

The Corporate Secretary's primary tasks are:

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

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

Maxim RAZDOLKIN

Mr M. Razdolkin was born on 19 May 1976.

He graduated from RUDN University in 1998.

PhD in Law (RUDN University, 2003).

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

He was elected to the Share Issuers Committee of PJSC Moscow Exchange on 13 February 2023.[90]

Recent work experience

[88] Minutes No. 01/353-PR-NS
[89] Minutes No. 01/433-PR-NS dated 6 June 2025
[90] Minutes of the Supervisory Board of PJSC Moscow Exchange No. 11 dated 13 February 2023

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

In 2023, Maxim Razdolkin, Corporate Secretary, was awarded the Certificate of Honour from the Ministry of Property and Land Relations of the Republic of Sakha (Yakutia) for many years of conscientious work, high professionalism, personal contribution to the social and economic development of the Republic of Sakha (Yakutia),[91] as well as the commemorative medal "185 years of State Property Management in Russia".[92]

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

He holds no shares in PJSC ALROSA.

Remuneration of the Corporate Secretary

In 2025, the Corporate Secretary received remuneration in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA and the Company's internal regulatory documents governing the system of wages and material incentives for the Company's employees, including those holding management positions.

6.6 Risk management system

6.6.1 Risk management approaches

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

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

- the Risk Management and Internal Controls Policy.[93]
- the Critical Risk Management Procedure.[94]
- the Temporary Regulations on Operational Risk Management.

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

- integration of risk management into key business processes;
- consistency and continuity of risk management;
- integrity of the approach to managing individual risks within the overall system;
- economic feasibility in terms of the significance of the risk for the Company and the expected effect of minimisation measures;
- responsibility of all structural divisions, executives and employees of the Company.

In 2025, the Company implemented a series of measures to enhance its RMS, including the approval of a new Risk Management and Internal Controls Policy for PJSC ALROSA and the updating of the Company's risk appetite values. Additionally, the Company completed the consolidation of the Risk

[91] Order of the Ministry of Property of the Republic of Sakha (Yakutia) No. P-06-166 dated 13 November 2023
[92] Order of the Federal Agency for State Property Management (Rosimushchestvo) No. 1085 dated 24 November 2022
[93] Minutes of the Supervisory Board meeting No. 01/424-PR-NS dated 7 March 2025
[94] Order of the CEO – Chairman of the Executive Committee No. 01/375-P dated 18 December 2025

Management Department and the Internal Control and Compliance Department. It also refreshed its approaches to assessing critical, operational, and project risks at ALROSA, while successfully executing projects to identify and update engineering and technical risks across the Group's enterprises.

Participants, duties and areas of responsibility

Figure 16. Organisational structure of the risk management system at ALROSA

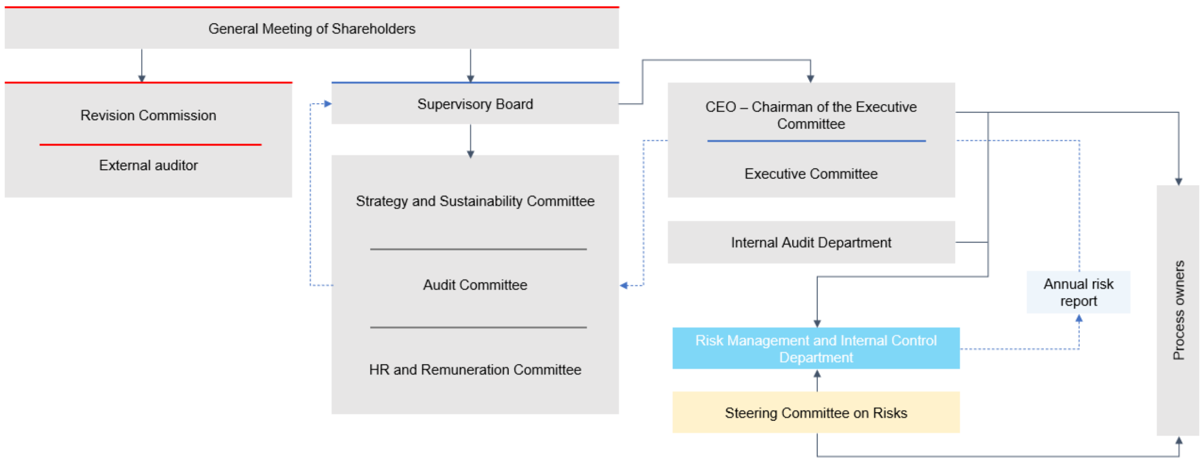


Table 37. Main tasks and functions of specialised bodies within the RMS

RMS participant	Tasks	Functions
Supervisory Board	– Plays a strategic and supervisory role in the risk management process – Determines risk management goals and tasks and the principles of organisation and functioning of the RM&ICS – Monitors the effectiveness of the risk management methods and measures used by the Company	– Approves internal regulatory documents: Risk Management and Internal Controls Policy – Approves an annual Critical Risk Report – Approves an annual Action Plan to Minimise Critical Risks – Approves the preferred level of risk (risk appetite) – Approves a report of the Internal Audit Department on the results of assessment of the reliability and effectiveness of the RM&ICS
Audit Committee of the Supervisory Board	– Monitors risks – Ensures control over the reliability and effectiveness of the RM&ICS – Provides recommendations on the RM&ICS to the Supervisory Board	– Considers an Annual Critical Risk Report and an annual Action Plan to Minimise Critical Risks – Considers the preferred level of risk (risk appetite) – Considers a report of the Internal Audit Department on the results of assessment of the reliability and effectiveness of the RM&ICS
Executive bodies (CEO – Chairman of the Executive Committee and members of the Executive Committee)	– Responsible for ensuring the uninterrupted functioning of the RM&ICS and implementation of the Supervisory Board's risk management decisions – Responsible for the Company's timely and effective risk identification, risk assessment and response to risks – Allocate the required resources to ensure the functioning of the risk management system – Adopt decisions to achieve risk management goals and objectives	– Provide regular monitoring of the Company's overall risk exposure (overall level of risk), monitoring of critical and emerging risks – Adopt decisions on critical risk management, appoint the persons responsible for performing relevant measures and exercising control over such performance – Approve regulatory documents and guidelines on risk assessment and management – Consider and develop recommendations for the Supervisory Board regarding the approval of internal regulatory documents on risk management (Risk Management Policy), consideration of the report of the Internal Audit Department on the results of

		assessment of the reliability and effectiveness of the RM&ICS
Steering Committee for Identification and Assessment of Operational (Production) Risks	– Provides support to officers, heads of structural divisions and divisions of the Company's head office, heads of subsidiaries during operational risk management	– Approves the results of identification and assessment / update of operational (production) risks of the Company and its subsidiaries and the approach to managing such risks – Considers a report on the implementation of the action plan to manage operational (production) risks of the Company and its subsidiaries
Risk owners, in particular the CEO – Chairman of the Executive Committee, Deputy CEOs and heads of structural divisions or functions	– Responsible for the day-to-day management of risks within their area of competence, determining risk response methods, developing and implementing risk mitigation measures, and identifying and assessing risks in the respective functional areas	– Identify and assess owned risks – Prepare, maintain and update critical risk passports in a timely manner; provide them to the Risk Management and Internal Control Department – Develop and implement risk mitigation measures, including emergency risk response measures – Participate in the drafting of regulatory documents and guidelines on assessment and management of certain types of risk – Promptly notify the supervising director, owner of the risk management process and/or the CEO – Chairman of the Executive Committee of the company of material changes in critical risks, emerging and realised risks or other material aspects of management of supervised risks
Risk management division – Risk Management and Internal Control Department	– Ensures RM&ICS functioning – Aggregates information on risks and control procedures – Assists in the regular exchange of information on risks – Acts as the RM&ICS management centre – Coordinates risk management at the level of business processes	– Organises the identification and assessment of critical risks, holds discussions with Company management and, if necessary, with the management of subsidiaries – Provides methodological support for and coordinates risk management activity in the structural divisions and subsidiaries – Collects, aggregates and analyses the information on risks provided by risk owners – Compiles and updates the Critical Risk List, the Risk Map and the Risk Register, prepares the Annual Critical Risk Report – Prepares reasoned proposals on the preferred level of risk (risk appetite) – Compiles the consolidated annual Action Plan to Minimise Critical Risks based on the information received from risk owners – Monitors the performance of approved procedures and internal risk management documents – Prepares draft risk management documents and standard reporting forms – Provides information on risks to the structural divisions and functional services responsible for relations with shareholders, investors and the general public – Conducts a self-assessment of the RM&ICS performance – Organises risk management training – Analyses business processes to identify risks and document the performance of control procedures – Discusses the identified risks with the Risk Management Department to assess the identified risks and form the requirements on the control procedures to be performed – Tests the operating efficiency of existing control procedures

		– Prepares proposals on improving the quality of the control environment in business processes
Internal Audit Department	– Performs regular independent assessment of the reliability and effectiveness of the RM&ICS – Provides a report on the results of assessment of the reliability and effectiveness of the RM&ICS and recommendations on improving the RM&ICS to the Supervisory Board (Audit Committee) – Assists the Company's executive bodies and employees in developing measures to improve the RM&ICS	– Assesses the effectiveness of the key elements and components of the RM&ICS – Participates in the identification of risks, violations and non-compliance with the regulatory documents on risk management, analyses the information on realised risks during the performance of audits – Assesses the reliability and effectiveness of the RM&ICS at least once a year, prepares a report on the results of such assessment and submits the report to the executive bodies and the Audit Committee for review, and to the Supervisory Board for approval

6.6.2 Risk management methods

ALROSA applies certain management methods to each identified risk, taking into account the characteristics and results of the risk assessment, as well as the degree of the risk manageability based on an expert approach.[95] Based on the weighted risk assessment value (risk level), the most appropriate risk mitigation actions and controls are identified.

Table 38. Risk management methods

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

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

6.6.3 Key groups of risk

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

An action plan to reduce the probability and/or the severity of consequences in the event that the risk materialises is also in place for each critical risk. Risk mitigation plans are approved and their implementation is annually monitored by the Supervisory Board.

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

In 2025, ALROSA approved the Critical Risk Management Procedure[96], establishing criteria for classifying risks as critical at the Company level (brand reputation risks and information security risks are excluded from the Risk Map) and updated the methodology for assessing critical risks based on key risk indicators to ensure a direct link between risks identified at the operational level and the Company's critical risks. This update resulted in a revised risk scale and final Risk Map. Based on the reassessment conducted in accordance with the new methodology, the Company prepared an updated Risk Map as of 31 December 2025. The 2026 action plan has been developed in accordance with the updated methodology and aligned with key risk indicators.

Figure 17. Risk Map of the Company as of 1 January 2026

	Risk Name
R01	Decrease in demand for rough diamonds, including replacement with synthetic diamonds
R10	Theft of precious products, goods and materials, and corruption violations
R02	Introduction of additional sanctions/tariffs on rough diamonds of Russian origin
R04	Lack of liquidity
R05	Data security breach and IT landscape failure
R06	Intentional damage to assets due to terrorist attacks or sabotage
R08	Failure to meet social obligations related to power supply
R13	Fatalities and accidents caused by non-compliance with OHS requirements
R15	Long-term production interruption due to an accident or incident
R03	Failure to achieve strategic indicators for replenishment of rough diamond and gold reserves
R07	Disruption of logistics and procurement processes
R09	Suspension of flights or a critical aviation incident
R11	Shortage of employees with the required competencies
R12	Adverse environmental impact
R14	Failure to achieve the targets under the project to supply gas to the Novolenskaya TPP

	Level	
Very high (5) An event critical for the Company may occur despite planned measures	R01 R10	
High (4) An event with a significant impact on the Company's goals is more likely to occur if measures are not implemented		
Average (3) An event with a significant impact on the Company's objectives may occur if measures are not implemented	R02 R04 R05 R06	R08 R13 R15
Low (2) An event with a significant impact on the Company's objectives is unlikely to occur if planned measures are not implemented	R03 R07 R09 R11	R12 R14
Very low (1) An adverse event is unlikely to occur regardless of measures		

- The assessment is performed over a one-year horizon.
- If a risk falls into the Extremely Low level, the risk may be excluded during reassessment.

During 2025, the following critical risks materialised:

1. Decrease in demand for rough diamonds, including substitution by synthetic diamonds. In 2026, the Company will continue to strengthen customer portfolio management and refine sales methodologies and client policies, including optimising the product range and enhancing the effectiveness of pricing strategies. Additionally, a project to promote natural diamonds has been scheduled for 2026.

2. Theft of precious products, goods and materials. An internal investigation was conducted, and an unscheduled inventory of rough diamond stocks was carried out at the mechanised sorting site. A comprehensive set of measures has been developed and is being implemented to address the identified deficiencies. These include expanding the staff of controllers for precious products, upgrading video surveillance at sorting sites, and planning the integration of machine control for precious product handling within United Selling Organisation (USO).

No circumstances capable of objectively hindering the Company's operations were recorded in 2025. No significant risks related to the location of assets in seismic zones or areas prone to seasonal flooding were identified. ALROSA has implemented and operates a continuous monitoring system for operational

[96] Order No. 01_375-P dated 18 December 2025

risks, including anti-terrorist security and industrial safety, thereby eliminating the impact of external negative factors on the continuity of business processes. In 2025, the Company was to implement 229 critical risk management measures (taking into account changes made during the semi-annual update of the critical risk register). During the update process, it was determined that 94% of these measures had been successfully completed, while 6% had been either postponed or no longer relevant.

The implementation of these planned measures, combined with improvements in import substitution, allowed the Company to reduce the likelihood of certain critical risks occurring or prevented them altogether.

6.7 Control system

6.7.1 Internal control

The Company has a Risk Management and Internal Controls Policy[97] in place determining the principles and approaches, goals and objectives in the area of internal control, the roles, authorities and interaction of participants in the RM&ICS.

The Company's goal in the area of internal control is to ensure

- the achievement of strategic goals and the continuity of all types of activity in the interests of shareholders,
- reasonable guarantees of the effectiveness of control procedures in business processes,
- compliance with the requirements of the current legislation and the risk-oriented approach when preparing and implementing control procedures.

The Company's internal control objectives, among other things, are:

- to organise and carry out internal control over the occurrence of economic transactions, the maintenance of accounting records, and the preparation of financial statements,
- to ensure the integrity of the Company's assets,
- to ensure the completeness and accuracy of the Company's financial, statistics and management reporting,
- to exercise control over compliance with the effective legislative requirements and the internal regulatory documents of the Company,
- to develop a risk-oriented culture and an integrated risk management and internal controls system,
- to review compliance with organisational procedures and rules of work to counter and prevent corruption,
- to assist in the compliance culture development across the ALROSA Group.

In order to facilitate the development of the internal control system (ICS), the Company has established the Risk Management and Internal Control Department for the purpose of performing these tasks. The functions of the Department include ICS development project management, including the description of business processes, preparation of risk matrices and control procedures, automation of control procedures together with business process owners and monitoring of approved procedures. In addition, the Department tests the ICS for business processes, reviews compliance of the financial stability of long-term rough diamond buyers and candidates for conclusion of long-term agreements (ALROSA ALLIANCE participants) with the requirements of the Regulation on the Procedure and Terms of Sales of Natural Diamonds by PJSC ALROSA. The Risk Management and Internal Control Department also provides methodological support, coordinates the activities and training to the Company's employees in the internal control area, and conducts a self-assessment of the effectiveness of the ICS.

In 2025, the Department implemented the following measures aimed at improving the reliability and effectiveness of the ICS of ALROSA:

- certification for compliance of the management system with ISO 37301-2021[98],
- launch of a project to formalise the internal control system within procurement and logistics departments,
- integration of ICS courses into the into corporate employee development programmes,
- inclusion of information on the Hotline in the agenda of the ALROSA “Khozaktiiv” forum.

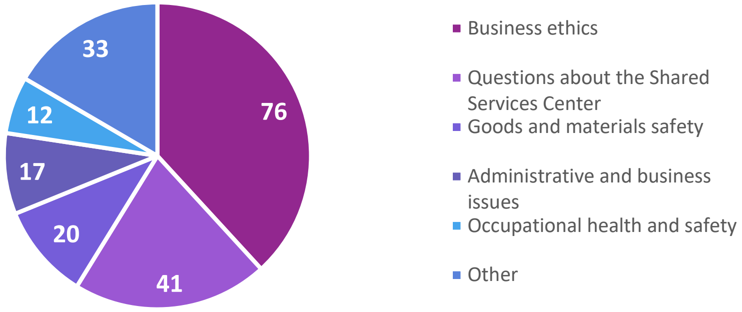
[97] Minutes of the Supervisory Board meeting dated 7 March 2025 No. 01/424-PR-NS
[98] ISO 37301:2021 Compliance management systems – Requirements with guidance for use

Information about the Compliance Hotline

The Regulations on Compliance Hotline of PJSC ALROSA determine the goals, objectives and principles of the Hotline, as well as the roles, powers and interaction of participants in the process of handling received reports.

In 2025, the number of registered requests received through the ALROSA's corporate website, telephone communication channel and e-mail amounted to 199.

Figure 18. Number of reports on various matters



In the reporting year, the Company successfully completed the certification audit of its compliance system, including an assessment of the Hotline's effectiveness, in accordance with ISO 37301:2021. The recommendations developed as a result of the assessment were included in the action plan for the Hotline for 2026.

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

6.7.2 Internal audit

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

ALROSA has the Regulations on Internal Audit at PJSC ALROSA, which define the goals, objectives, duties and accountability of the internal audit. According to the Regulations, the internal audit function at the Company is performed through the creation of a separate division – the Internal Audit Department – the head of which is administratively accountable to the CEO – Chairman of the Executive Committee of the Company and functionally accountable to the Supervisory Board (through the Audit Committee). The primary objectives of the Internal Audit Department are to assess the reliability and effectiveness of RM&ICS, as well as evaluate corporate governance practices.

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

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

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

The external independent assessment was conducted in the fourth quarter of 2022, and based on its results, the Company received a conclusion on the overall compliance of the Internal Audit Department's activities with the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics of Internal Auditors.

Improving the performance of the Internal Audit Department

In 2025, in accordance with the approaches to developing the internal audit function agreed upon with the Audit Committee of the Supervisory Board, the Internal Audit Department worked to fulfil the tasks set out in the 2025 roadmap. The Company summarised the implementation of activities under the target vision for the development of the function for 2023–2025 and, based on risk-oriented planning, formed a strategic list of audit projects for the following horizons: an annual one for 2026 and a strategic one for 2027–2029.

Key performance indicators of the Internal Audit Department in 2025:

- the 2025 audit plans were fully executed;
- internal audit recommendations were directed towards improving the ICS and the Company's operational efficiency;
- audit objectives included identifying areas for cost optimisation (where applicable) and formulating recommendations aimed at resource savings;
- data analysis tools were employed to conduct audit procedures, expand sampling volumes, and draw conclusions based on the maximum available dataset;
- target levels were maintained for the issuance of orders with corrective action plans, and an assessment was conducted of the monitoring of the implementation of corrective action plans established based on audit results;
- top management and the Chairman of the Company's Audit Committee assessed the internal audit function, and measures were formulated to enhance its quality;
- an assessment was conducted regarding the achievement of the target vision for the function's development for 2023–2025;
- a strategy for the internal audit function for 2026–2028 was developed.

Key activities in 2025

In accordance with the work plan of the Internal Audit Department and its key performance indicators, in 2025 the Department implemented the following activities:

- Implementation of significant projects related to production and sales processes, including industry-specific ones (geological exploration and operational exploration, safekeeping of diamond jewellery, assembly and sale of boxes).
- Continued monitoring of strategic and significant projects.
- Fulfilment of all management requests regarding unscheduled projects.
- Application of risk-oriented planning approaches both on an annual horizon and when planning specific audits, based on an updated unified register of business processes and business unit risk factor levels.
- Updating the assurance map and audit model, taking into account the new methodology for assessing the internal control system based on audit results.
- Practical application of digital data analysis tools on 11 audit projects, identifying potential for developing continuous monitoring across three processes.
- Application of a methodology for assessing the tangible and intangible effects of implementing audit recommendations.
- Migration of the Avacor audit software to a Russian platform as part of the import substitution program, optimisation of the documentation process and audit quality control.
- Completion of the three-year development cycle of the internal audit function, development and approval of the Development Strategy for 2026–2029, focusing on developing in-depth expertise and the Company's most pressing and risky areas.

In 2025, the Internal Audit Department performed 64 audits, including 58 scheduled ones. The number of unscheduled audits as a percentage of the total number of audits was 10%. Based on the results of the performed audits, shortcomings and risks were identified, discussions were held with the Company's management, and recommendations were developed to eliminate the shortcomings and refine (optimise) the existing business processes.

In 2025, the KPIs of the Internal Audit Department were achieved and its work plan was implemented in full.

6.7.3 Revision Commission

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

The Revision Commission consists of five members. Its term of office extends until the next annual General Meeting of Shareholders of PJSC ALROSA.

Remuneration of the Revision Commission members

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

For the 2024–2025 corporate year, five persons were elected to the Company’s Revision Commission, of which two members were not state or municipal officials as of 31 March 2025.

The annual General Meeting of Shareholders of PJSC ALROSA held on 20 May 2025 decided to pay remuneration for participation in the work of the Revision Commission in the 2024–2025 corporate year as set forth by the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA, to the following members of the Revision Commission:[99] Chairman of the Revision Commission — RUB 2,249,303, member of the Revision Commission — RUB 1,800,752. The total amount of the remuneration was RUB 4,050,055.

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

Activities undertaken by the Revision Commission of PJSC ALROSA during 2025

In the reporting year, the Revision Commission elected a chairman and deputy chairman of the Revision Commission and approved the Revision Commission's Work Plan for the 2025–2026 corporate year. From 3 March to 14 March 2025, an annual audit of the financial and economic activities of PJSC ALROSA for 2024 was conducted.

The audit plan included the following items:

1. Analysis and audit of the financial and economic activities of PJSC ALROSA and the annual financial statements for 2024.

2. Analysis of the achievement of key production indicators, planned and economic indicators, including an analysis of actual financial performance.

3. Audit of net profit expenditure.

4. Audit of the procedure for calculating the amounts, as well as the accuracy of the calculation, accrual, and transfer of PJSC ALROSA dividends.

5. Analysis of the results of PJSC ALROSA's sales policy in the domestic and foreign markets in 2024.

6. Analysis of the results of the implementation of the key performance indicator system of PJSC ALROSA and its senior management, as well as linking the implementation of approved KPIs with the remuneration of the members of the Supervisory Board and PJSC ALROSA's management.

7. Analysis of information on the progress of PJSC ALROSA's investment program.

8. Analysis of PJSC ALROSA's procurement activities for 2024.

9. Analysis of PJSC ALROSA's compliance with the orders of regulatory authorities (the Federal Tax Service of Russia, the Prosecutor General's Office of the Russian Federation, and others).

10. Verification of the implementation of directives of the Government of the Russian Federation.

[99] Minutes No. 50 dated 23 May 2025

11. Review of ALROSA's compliance with the recommendations reflected in the previous Revision Commission Report (Section 12 of the Company's Revision Commission Report for 2023).

12. Recommendations of the Revision Commission for eliminating deficiencies/violations as part of the audit of financial and economic activities for 2024.

The conclusion of the ALROSA Revision Commission based on the results of the audit of ALROSA's financial and economic activities for 2024 was presented to the General Meeting of Shareholders of the Company on 20 May 2025.

Opinion of the Revision Commission of PJSC ALROSA for 2025

Based on the results of the audit of ALROSA's financial and economic activities for 2025, the Revision Commission confirmed the accuracy of the data contained in the Company's Annual Report and the Company's annual accounting (financial) statements for 2025. No violations of Russian Federation laws were identified in ALROSA's financial and economic activities for 2025.

The conclusion is presented in Appendix 11.

6.7.4 External auditor

Limited Liability Company FBK

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

Address: Bldg 2, 44 Myasnitskaya Str., Moscow, 101000

Tel.: (495) 737-53-53

The auditor's membership of self-regulatory organisations of auditors:

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

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

LLC FBK is registered in the Register of Auditors and Audit Organisations of SRO AAS under primary registration entry number (ORNZ) 11506030481 (Certificate No. 7198 dated 6 July 2015).

LLC FBK is included in the register of audit firms providing audit services to public interest entities. Date of entry into the register: 23 September 2022.

LLC FBK is included in the register of audit firms providing audit services to public interest entities on the financial market. Date of entry into the register: 6 December 2022.

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

In 2025, there were no factors that could influence the auditor's independence from the Company, including significant interests linking the auditor (or the auditor's executives) with the Company (the Company's executives).

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

Tender organiser

The executive body of the Company.

Subject of the tender

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

Objective of the tender

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

Tender commission

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

Preparation and approval of tender documentation

To hold the public electronic tender, the Company prepared tender documentation based on the requirements of Federal Law No. 44-FZ dated 5 April 2013 “On the Contract System for the Procurement of Goods, Work and Services to Meet State and Municipal Needs”, and the Company’s internal regulatory documents.

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

Publication of a tender notice and tender documentation

In 2025, the tender notice and the tender documentation were posted on the official website of the Unified Information System on Procurement www.zakupki.gov.ru and ETP Sberbank-AST.

Winning bidder

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

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

Remuneration paid to the audit firm (including VAT) for the reporting year:

1. for the audit of the consolidated financial statements for 2024, including the disclosed ones, RUB 10,682 thousand;
2. for the audit of the annual financial statements for 2024, including the disclosed ones, RUB 7,808 thousand;
3. for the review of condensed consolidated interim financial statements, including the disclosed ones, for the six months of 2025, RUB 4,512 thousand;
4. for the review of the interim financial statements for the 6 months of 2025, RUB 3,396 thousand.

The remuneration payable in 2026 for the audit of the annual financial statements for 2025, including the disclosed ones, will be RUB 6,338 thousand.

The remuneration payable in 2026 for the audit of the consolidated financial statements for 2025, including the disclosed ones, will be RUB 8,364 thousand.

The remuneration paid to the auditor for other audit services rendered in 2025 amounted to RUB 2,552 thousand, including VAT.

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

The decision to appoint the auditor for the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with the laws of the Russian Federation and the IFRS consolidated financial statements of ALROSA Group for 2025 was made by the annual General Meeting of Shareholders.

The auditor (the auditor's executives) has no participation interest in the authorised (share) capital (unit fund) of the Company.

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

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

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

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

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

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

6.8 Information disclosure system

Information Policy

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

Principles of ALROSA's Information Policy

Regularity and timeliness	Accessibility	Reliability, completeness and comparability	Equality

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

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

Communication

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

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

Information disclosure channels

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

The following channels of information disclosure and interaction with target audiences are used:

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

Confidential and insider information

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

Information classified as trade secrets and confidential information of the Company is protected in accordance with the Regulations on Trade Secrets and Confidential Information of PJSC ALROSA.[100]

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

At the same time, against the background of current and new sanctions, the Company applies the right of partial or complete non-disclosure of information in accordance with the current resolutions of the Government of the Russian Federation[101] and the relevant decision of the Supervisory Board of PJSC ALROSA.[102]

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

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

The Supervisory Board of PJSC ALROSA monitors compliance with the Information Policy. The information on the implementation of the Information Policy in 2025 was considered at the meeting of the Audit Committee of the Supervisory Board on 15 December 2025[103] and taken into account by the Supervisory Board.[104]

[100] Order No. 01/90-P dated 11 April 2019
[101] Resolutions No. 351 dated 12 March 2022 (until 1 July 2023), No. 2131 dated 24 November 2022, No. 1102 dated 4 July 2023, No. 1587 dated 28 September 2023, etc.
[102] Minutes No. 01/358-PR-NS dated 29 April 2022
[103] Minutes No. 143 dated 15 December 2025
[104] Minutes No. 01/442-PR-NS dated 26 December 2025

7 Glossary

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

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

Abbreviations

‘000	thousand
CNY	Chinese Yuan Renminbi
GJ	Gigajoule
mln	million
MW	megawatt
bln	billion
m^3	cubic meter
RUB	Russian ruble
ppl	people
USD	US dollar

8 Contacts

Head office of PJSC ALROSA (Moscow)

Address: 24 Ozerkovskaya Naberezhnaya, Moscow 115184

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

Email: info@alrosa.ru

Head office of PJSC ALROSA (Mirny)

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

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

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

Email: mirinfo@alrosa.ru

About the Company

Full name of the Company	Joint Stock Company (Public Joint Stock Company) ALROSA
Number and date of issue of the certificate of state registration as a legal entity	On initial registration: Certificate No. 1 dated 13 August 1992 issued by the Administration of the Mirny District of the Republic of Sakha (Yakutia) (Resolution No. 554 dated 13 August 1992) When making an entry on a legal entity registered before 1 July 2002: series 14 No. 000724010 dated 17 July 2002
Constituent entity of the Russian Federation where the Company is registered	Republic of Sakha (Yakutia)
Address (location)	6 Lenin Street, Mirny, Mirny ulus, Republic of Sakha (Yakutia), Russian Federation
Main line of business	According to the information on types of economic activities under the Russian Classification of Economic Activities (OKVED OK 029-2014, NACE Rev. 2), the main line of business is rough diamond production, code 08.99.32
Headcount (as at 31 December 2025)	20,038 employees
Information on inclusion in the list of strategically important enterprises and joint stock companies	ALROSA is included in the list of strategically important enterprises and joint stock companies based on Decree of the President of the Russian Federation No. 1009 dated 4 August 2004 (section 2) (as amended on 9 December 2024)
Authorised capital (RUB)	3,682,482,815
Total number of shares outstanding	7,364,965,630
Class of shares	Ordinary, registered, uncertificated
Nominal value of each ordinary share (RUB)	0.5
State registration number of the issue of ordinary (preferred) shares and the date of their state registration	1-03-40046-N, 25 August 2011
State registration number of the additional issue of ordinary (preferred) shares and the date of their state registration (if as at the date of preliminary approval of the Company's annual report by the Supervisory Board the registration authority has not cancelled the individual number (code) of the additional issue of ordinary (preferred) shares of the Company)	There has been no additional issue of ordinary (preferred) shares
Number of preferred shares	There are no preferred shares
Nominal value of preferred shares (RUB)	There are no preferred shares

Special right of the Russian Federation to participate in the management of the Company ("golden share")	None
Full name of the Company’s auditor	Limited Liability Company FBK
Abbreviated corporate name	LLC FBK
INN (Taxpayer Identification No.), OGRN (Primary State Registration No.)	7701017140, 1027700058286
Address and contact details of the Company's auditor	Bldg 2, 44 Myasnitskaya Str., Moscow, 101000 Tel.: +7 (495) 737-53-53
Dividend amount paid to the federal budget in the reporting period	During 2025, dividends for 2024 were neither declared nor paid. No General Meeting of Shareholders was held to decide whether to pay dividends based on the Company's performance for the first half of 2025.
Dividend amount paid to the federal budget in the reporting period	During 2025, dividends for 2024 were neither declared nor paid. No General Meeting of Shareholders was held to decide whether to pay dividends based on the Company's performance for the first half of 2025.
Dividends in arrears to the federal budget in the reporting period	There were no dividends in arrears to the federal budget as at 31 December 2025
Allocation to the Company’s reserve fund (RUB, % of net profit)	No allocations were made to the reserve capital
Allocations to other funds of the Company (RUB, % of net profit)	No allocations were made to other funds
Other use of net profit	No other use of net profit is stipulated
Full name of the registrar	Joint Stock Company VTB Registrar
Abbreviated name	JSC VTB Registrar
Address of the registrar	23 Pravdy Str., Moscow, 127015
Information on the placement by the Company of additional shares and the movement of capital during the year (change in the persons having the right to cast, directly or indirectly, at least 5 per cent of the votes conferred by the Company’s voting shares) Statement of the executive bodies of the Company on the lack of information in the company on the existence of participation interests exceeding 5 per cent, other than those already disclosed by the Company Information on the possibility of acquisition or on the acquisition by certain shareholders of a degree of control that is disproportionate to their participation in the authorised capital of the company, including on the basis of shareholder agreements or due to the existence of ordinary and preferred shares with different nominal values	No changes in the persons having the right to cast, directly or indirectly, at least five per cent of the votes conferred by the Company’s voting shares took place during the reporting period. The Company has no information on the existence of participation interests exceeding five per cent, other than those indicated, or on the possible acquisition by certain shareholders of a level of control that is disproportionate to their participation in the authorised capital of the Company
Information on the number of treasury shares held by the Company and the number of shares in the Company belonging to legal entities controlled by the Company	There are no treasury shares held by the Company. The number of shares in the Company belonging to legal entities controlled by the Company is 152,329,800
Number of shares owned by the Russian Federation (as at 31 December 2025)	2,432,321,953 17185/50000 ordinary shares

Share of the Russian Federation in the authorised capital, with a breakdown by ordinary and preferred shares (as at 31 December 2025)	33.0256% of the ordinary shares making up the authorised capital of PJSC ALROSA. There are no preferred shares
The Company's shareholders holding more than two per cent in the authorised capital (as at 31 December 2025)	- The Russian Federation represented by the Federal Agency for State Property Management holds a 33.0256% share in the authorised capital (2,432,321,953 17185/50000 ordinary shares). - The Republic of Sakha (Yakutia) represented by the Ministry of Property and Land Relations of the Republic of Sakha (Yakutia) holds a 25.0002% share in the authorised capital (1,841,259,772 ordinary shares).
Information on the number of the Company's shareholders	The total number of the Company's shareholders exceeds 728,000.

Appendices

Appendix 1. Financial statements (IFRS) of PJSC ALROSA for 2025

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Independent Auditor's Report on the Disclosed Consolidated Financial Statements

[Translation from Russian original]

To the Shareholders of

Public Joint Stock Company ALROSA

Opinion

The accompanying disclosed consolidated financial statements of Public Joint Stock Company ALROSA (hereinafter - "PJSC ALROSA") and its subsidiaries (hereinafter - the "Group"), which comprise the disclosed consolidated statement of financial position as at 31 December 2025, and the disclosed consolidated statements of profit or loss and other comprehensive income, cash flows and changes in equity for the year then ended, and certain notes to the disclosed consolidated financial statements, including the basis for the preparation of the disclosed statements, are based on the Group's audited consolidated financial statements for the year ended 31 December 2025.

In our opinion, the accompanying disclosed consolidated financial statements of the Group are consistent, in all material respects, with the above audited consolidated financial statements in accordance with the basis for their preparation described in Note 2 of Notes to the disclosed consolidated financial statements for the year ended 31 December 2025.

Disclosed Consolidated Financial Statements

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

Audited Consolidated Financial Statements and Our Opinion Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements of the Group in our report dated 26 February 2026. This opinion also includes key audit matters. Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period.

Responsibilities of Management for the Disclosed Consolidated Financial Statements

Management is responsible for the preparation of the disclosed consolidated financial statements in accordance with the basis for their preparation described in Note 2 of the Notes to the disclosed consolidated financial statements for the year ended 31 December 2025.

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

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Auditor's Responsibilities

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

Senior Managing Partner
acting on behalf of the audit firm
pursuant to the Charter

Elena Olegovna Sarafanova
Audit qualification certificate dated 18 October 2019
No. 06-000528, registration number 21906078276

Engagement partner
on the audit resulting in this
auditor's report

Ildar Ravilevich Safiulin
Audit qualification certificate dated 23 August 2011
No. 01-000042, registration number 22006037114

Date of the auditor's report: 26 February 2026

Audited entity

Name:

Public Joint Stock Company ALROSA (PJSC ALROSA).

Address of the legal entity within its location:

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

State registration:

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

Auditor

Name:

FBK, LLC.

Address of the legal entity within its location:

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

State registration:

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

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

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

(in millions of Russian roubles, unless otherwise stated)

Consolidated Statement of Financial Position

DISCLOSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Notes	31 December 2025	31 December 2024
ASSETS			
Non-current Assets			
Goodwill	5.1	1,439	1,439
Intangible assets		4,450	3,310
Property, plant and equipment	8	310,543	302,848
Right-of-use assets	9	4,022	2,787
Deferred tax assets	19	2,079	1,191
Long-term accounts receivable	11	84	294
Total Non-current Assets		322,617	311,869
Current Assets			
Inventories	10	250,840	230,991
Prepaid current income tax		268	2,016
Trade and other receivables	11	13,451	13,381
Bank deposits	6	73,519	7,589
Cash and cash equivalents	7	38,787	81,127
		376,865	335,104
Assets of a disposal group held for sale	5.3	-	1,986
Investment in an associate held for sale	5.3	-	9,776
Total Current Assets		376,865	346,866
Total Assets		699,482	658,735
EQUITY			
Share capital	12	12,473	12,473
Share premium		10,431	10,431
Treasury shares	12	(258)	(258)
Retained earnings and other reserves	12	383,794	348,337
Equity attributable to owners of PJSC ALROSA		406,440	370,983
Non-Controlling Interest	31	274	(2,030)
Total Equity		406,714	368,953
LIABILITIES			
Non-current Liabilities			
Long-term debt and loans and other financial liabilities	13	108,647	128,704
Provision for pension obligations	17	3,614	3,879
Other provisions	15	23,907	18,150
Deferred tax liabilities	19	10,148	10,210
Government grants	16	2,147	2,085
Other non-current liabilities		7,305	270
Total Non-current Liabilities		155,768	163,298
Current Liabilities			
Short-term debt and loans and other financial liabilities	14	92,050	67,927
Trade and other payables	18	33,386	46,038
Income tax payable		784	422
Other taxes payable	19	9,482	10,638
Dividends payable	13	1,298	1,296
		137,000	126,321
Liabilities related directly to assets of a disposal group held for sale	5.3	-	163
Total Current Liabilities		137,000	126,484
Total Liabilities		292,768	289,782
Total Equity and Liabilities		699,482	658,735

Signed on 26 February 2026 by the following members of management:

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

Elena I. Glazunova
Chief Accountant

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

Consolidated Statement of Profit or Loss and Other Comprehensive Income

PJSC ALROSA
Disclosed consolidated financial statements for the year ended 31 December 2025
(in millions of Russian roubles, unless otherwise stated)

DISCLOSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	Year ended 31 December 2025	Year ended 31 December 2024
Revenue	20	235,089	239,067
Income from government grants	16	6,040	5,005
Cost of sales	21	(175,229)	(157,482)
Royalty	19	(1,209)	(1,209)
Gross profit		**64,691**	**85,381**
General and administrative expenses	22	(20,762)	(20,348)
Selling and marketing expenses	23	(6,838)	(7,734)
Other operating income	24	36,521	11,937
Other operating expenses	25	(40,786)	(38,701)
Operating profit		**32,826**	**30,535**
Finance income	26	42,020	24,743
Finance costs	27	(36,557)	(36,674)
Share of net profit of associates and joint ventures	5.2	2,518	13,899
Profit before income tax		**40,807**	**32,503**
Income tax	19	(4,568)	(13,257)
Total profit for the year		**36,239**	**19,246**
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Remeasurement of post-employment benefit obligations, net of deferred income tax	17, 19	260	161
Total items that will not be reclassified to profit or loss		**260**	**161**
Items that may be reclassified subsequently to profit or loss:			
Currency translation differences, net of deferred income tax		99	97
Total items that may be reclassified subsequently to profit or loss		**99**	**97**
Total other comprehensive income for the year		**359**	**258**
Total comprehensive income for the year		**36,598**	**19,504**
Profit attributable to:			
Owners of PJSC ALROSA		36,230	21,162
Non-controlling interest	31	9	(1,916)
Profit for the year		**36,239**	**19,246**
Total comprehensive income attributable to:			
Owners of PJSC ALROSA		35,935	21,532
Non-controlling interest		663	(2,028)
Total comprehensive income for the year		**36,598**	**19,504**
Basic and diluted earnings per share for profit attributable to the owners of PJSC ALROSA (in Russian roubles)	12	**5.02**	**2.93**

The accompanying notes form an integral part of these disclosed consolidated financial statements.
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Consolidated Statement of Cash Flows

PJSC ALROSA
Disclosed consolidated financial statements for the year ended 31 December 2025
(in millions of Russian roubles, unless otherwise stated)

DISCLOSED CONSOLIDATED STATEMENT OF CASH FLOWS

	Notes	Year ended 31 December 2025	Year ended 31 December 2024
Net Cash Inflow from Operating Activities	**28**	**35,802**	**41,270**
Cash Flows from Investing Activities			
Purchase of property, plant and equipment and intangible assets		(49,419)	(58,915)
Proceeds from sales of property, plant and equipment and intangible assets		122	47
Purchase of license for the development of a gold deposit	8	-	(5,440)
Interest received		2,398	4,671
Proceeds from disposal of subsidiaries, net of cash disposed	5.3	2,506	677
Proceeds from sale of investments in associates	5.3	15,942	1,010
Proceeds from assignment of rights of claim to receivables for dividends from an associate	5.3	19,019	-
Cash transfer to deposit accounts		(166,930)	(134,153)
Cash received from deposit accounts		96,682	186,291
Government grants for investing activities		90	90
Net Cash Outflow used in Investing Activities		**(79,590)**	**(5,722)**
Cash Flows from Financing Activities			
Repayments of loans		(29,177)	(25,140)
Loans received		49,147	72,187
Lease liability payments		(821)	(708)
Contribution of a minority shareholder to the subsidiary's share capital		186	-
Interest paid		(18,130)	(7,034)
Dividends paid	13	(12)	(32,536)
Dividends paid to non-controlling shareholders	13	-	(7)
Returns on unclaimed dividends	13	13	1,264
Net Cash Inflow received from Financing Activities		**1,206**	**8,026**
Net (Decrease) / Increase in Cash and Cash Equivalents		**(42,582)**	**43,574**
Cash and cash equivalents at the beginning of the year		81,601	36,437
Effect of exchange rate changes on cash and cash equivalents		(232)	1,590
Cash and Cash Equivalents at the End of the Year	**7**	**38,787**	**81,601**

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

(in millions of Russian roubles, unless otherwise stated)

Consolidated Statement of Changes in Equity

DISCLOSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to owners of PJSC ALROSA								
	Number of shares outstanding	Share capital	Share premium	Treasury shares	Other reserves (note 12)	Retained earnings	Total	Non-controlling Interest (note 31)	Total equity
Balance at 1 January 2024	**7,212,635,830**	**12,473**	**10,431**	**(258)**	**(20,646)**	**379,854**	**381,854**	**5**	**381,859**
Comprehensive income									
Profit for the year	-	-	-	-	-	21,162	21,162	(1,916)	19,246
Other comprehensive income	-	-	-	-	370	-	370	(112)	258
Total comprehensive income for the year	-	-	-	-	**370**	**21,162**	**21,532**	**(2,028)**	**19,504**
Transactions with owners									
Dividends (note 12,13)	-	-	-	-	-	(32,529)	(32,529)	(7)	(32,536)
Returns of unclaimed dividends (note 13)	-	-	-	-	-	126	126	-	126
Total transactions with owners	-	-	-	-	-	**(32,403)**	**(32,403)**	**(7)**	**(32,410)**
Balance at 31 December 2024	**7,212,635,830**	**12,473**	**10,431**	**(258)**	**(20,276)**	**368,613**	**370,983**	**(2,030)**	**368,953**
Balance at 1 January 2025	**7,212,635,830**	**12,473**	**10,431**	**(258)**	**(20,276)**	**368,613**	**370,983**	**(2,030)**	**368,953**
Comprehensive income									
Profit for the year	-	-	-	-	-	36,230	36,230	9	36,239
Other comprehensive income	-	-	-	-	(295)	-	(295)	654	359
Total comprehensive income for the year	-	-	-	-	**(295)**	**36,230**	**35,935**	**663**	**36,598**
Transactions with owners									
Disposal of an associate (note 5.3, 12)	-	-	-	-	(1,380)	-	(1,380)	-	(1,380)
Disposal of a subsidiary (note 5.3, 12)					902		902	1,410	2,312
Non-controlling interest recognised on acquisition of a subsidiary	-	-	-	-	-	-	-	231	231
Total transactions with owners	-	-	-	-	**(478)**	-	**(478)**	**1,641**	**1,163**
Balance at 31 December 2025	**7,212,635,830**	**12,473**	**10,431**	**(258)**	**(21,049)**	**404,843**	**406,440**	**274**	**406,714**

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

Appendix 2. Information regarding participation in for-profit and non-profit organisations

The information on subsidiaries and associates of PJSC ALROSA is given as at 31 December 2025.

Information on all forms of the Company's participation in for-profit entities as at 31 December 2025

Name	Financial investments in authorised capitals of S&As, RUB ‘000	Impairment provision for financial investments in authorised capitals, RUB ‘000	Financial investments in authorised capitals of S&As, less the impairment provision, RUB ‘000	Dividend accrual in favour of the Company in 2025, RUB ‘000
Information on subsidiaries with the Company’s participation interest in their authorised capital being from 50 per cent + 1 share to 100 per cent	**63,008,701**	**11,104,968**	**51,903,733**	**947,941**
Information on associates with the Company’s participation interest in their authorised capital being from 20 to 50 per cent	**4,755,713**	**4,755,713**	**0**	**0**

Information on all forms of PJSC ALROSA’s participation in non-profit entities as of 31 December 2025

Name	Purpose of participation	Form of participation	Amount of participation (2025, excluding payment carryovers), RUB ‘000
Almazik Preschool	Implementation of social policy	Co-founder of the organisation on the terms of co-financing of activity in equal amounts with the municipality of the Mirninsky District of the Republic of Sakha (Yakutia)	800,000
Self-regulatory organisation “Union of Builders of Yakutia” (Association)	Improvement of the quality and safety of construction, reconstruction, overhaul, demolition of capital construction facilities	Participant (member)	251
“Chamber of Commerce and Industry of the Republic of Sakha (Yakutia)” Union	Protection of PJSC ALROSA’s interests related to performance of business activities, including activities abroad; assistance in the development of the system of education and training of specialists for business activity in the Republic of Sakha (Yakutia); participation in events held by the chamber of Commerce and Industry and their information support	Participant (member)	250
Association of organisations in the area of subsoil use “National Association of Subsoil Expertise” (NAEN)	Participation in the collective efforts of association members to create the conditions for rational use of the subsoil on the basis of the development and improvement of a unified base, standards, rules for expert evaluation and assessment of effective use of the subsoil, the creation and regulation of mutually beneficial relations between participants in subsoil use, assistance in the development of a balanced state policy on subsoil use, and the provision of methodological, technical and consulting assistance to subsoil users when preparing materials for state expert assessment	Participant (member)	150
Non-Profit Partnership “Solid Minerals Technology Platform”	Contributing to the Russian mining industry achieving leading scientific, technological, and economic positions	Participant (member)	120
Self-Regulatory Organisation "Northern Design Engineer” (Association)	Improvement of the quality of architectural and construction design	Participant (member)	96
Association “Engineering Surveys in Construction” – All-Russian Industry Association of Employers	Improvement of the quality of engineering surveys, assistance in the development of the engineering and survey industry, development of a unified regulatory and technical policy for engineering surveys in construction	Participant (member)	59
Union of Manufacturers of the Republic of Sakha (Yakutia)	Protection of the economic and social interests and rights of the association's members, implementation of a coordinated policy among member employers regarding employment, wages, occupational health and safety, social security, pension provision for employees, and other socio-economic matters and labour relations; representation and protection of members' interests and rights in relations with trade unions and other associations, state and local authorities	Participant (member)	30

Appendix 3. List of internal regulatory documents

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

- Articles of Association of PJSC ALROSA [105]
- Corporate Governance Code of PJSC ALROSA
- Code of Corporate Ethics of PJSC ALROSA
- Regulations on the General Meeting of Shareholders of PJSC ALROSA[106]
- Regulations on the Supervisory Board of PJSC ALROSA[107]
- Regulations on the Audit Committee of the Supervisory Board of PJSC ALROSA[108]
- Regulations on HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA[109]
- Regulations on Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA[110]
- Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA[111]
- Regulations on the Executive Committee of PJSC ALROSA[112]
- Regulations on Revision Commission of PJSC ALROSA[113]
- Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA[114]
- Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA
- Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA
- Regulation on the Corporate Secretary of PJSC ALROSA[115]
- Information Policy of PJSC ALROSA
- Regulations on Insider Information of PJSC ALROSA
- Regulations on Dividend Policy of PJSC ALROSA
- Regulations on Information Disclosure of PJSC ALROSA
- Anti-Corruption Policy of PJSC ALROSA
- Regulations on Internal Audit at PJSC ALROSA
- Environmental Policy[116]
- Risk Management and Internal Controls Policy of PJSC ALROSA[117]
- Regulation on the Occupational Health and Safety Management System of PJSC ALROSA
- Sustainability Policy of PJSC ALROSA (as amended)[118]
- Human Rights Policy of PJSC ALROSA[119]
- Compliance Policy of PJSC ALROSA[120]
- Regulations on Compliance Hotline of PJSC ALROSA[121]

[105] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[106] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[107] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[108] A new version of the document was approved by the Supervisory Board of PJSC ALROSA on 21 February 2025 (Minutes No. 01/423-PR-NS dated 24 February 2025)
[109] A new version of the document was approved by the Supervisory Board of PJSC ALROSA on 21 February 2025 (Minutes No. 01/423-PR-NS dated 24 February 2025)
[110] A new version of the document was approved by the Supervisory Board of PJSC ALROSA on 21 February 2025 (Minutes No. 01/423-PR-NS dated 24 February 2025)
[111] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[112] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[113] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[114] Approved by the annual General Meeting of Shareholders of PJSC ALROSA, Minutes No. 50 of 23 May 2025
[115] Approved by the Supervisory Board of PJSC ALROSA, Minutes No. 01/433-PR-NS dated 5 June 2025
[116] Approved by the Supervisory Board of PJSC ALROSA on 25 March 2021, Minutes No. 01/330-PR-NS dated 26 March 2021
[117] Approved by the Supervisory Board of PJSC ALROSA on 6 March 2025, Minutes No. 01/424-PR-NS dated 7 March 2025
[118] Approved by the Supervisory Board of PJSC ALROSA on 15 February 2022, Minutes No. 01/351-PR-NS dated 16 February 2022
[119] Approved by the Executive Committee of PJSC ALROSA on 22 February 2022, Minutes No. 01/340-PR-P
[120] Approved by the Supervisory Board of PJSC ALROSA on 23 June 2025, Minutes No. 01/434-PR-NS dated 26 June 2025
[121] Approved by the CEO – Chairman of the Executive Committee of PJSC ALROSA on 23 November 2022, Minutes No. 01/364-P

Appendix 4. Independent auditor's report on implementation

Available only in Russian, see – Annual Report 2025 (in Russian).

Appendix 5. Annual financial statements of PJSC ALROSA for 2025

Available only in Russian, see – [Annual Report 2025 (in Russian)](#).

Appendix 6. Information on divestment of non-core assets

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

During 2025, three versions of the Programme to Divest Non-Core Assets (hereinafter the "Programme") approved by the Supervisory Board were in effect consecutively:

  - between 1 January 2025 and 25 December 2025, the version of the Programme approved by the Supervisory Board in October 2023;[122]
  - the Register of non-core assets approved by the Supervisory Board as part of the Programme in December 2024;[123]

- effective from 26 December 2025 and onwards in 2026:
  - the version of the Programme approved by the Supervisory Board in December 2025;[124]
  - the Register of non-core assets approved by the Supervisory Board as part of the Programme in December 2025.[125]

Programme description

The main principles of the Programme were approved by the Supervisory Board in 2013 in accordance with Decree of the President of the Russian Federation No. 596 dated 7 May 2012 "On the Long-Term State Policy". In December 2024, due to changes in the Methodological Recommendations on Identification and Divestment of Non-Core Assets, the Supervisory Board approved the version of the Programme that was in effect in 2025.

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

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

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

Areas of focus of the Programme

The key area of the Company's business is to focus on its core diamond business and divest all non-core assets taking into account the economic feasibility.
The disposal of non-core assets is carried out in accordance with the principles, organisational procedures, and sale methods set out in the Programme, with the aim of achieving the following:

- optimisation of the structure of owned assets;
- improved efficiency of asset use;
- improved capitalisation.

Actual data on the divestment of non-core assets

At the beginning of 2025, the Register included two items: 49% minus 1 share in CJSC MMC Timir and a real estate item (a cottage in the Moscow Region). As at 31 December 2025, cottage sale activities and the preparation for the sale of shares in CJSC MMC Timir were underway; however, the sale of both assets has been postponed to 2026.

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

122 Minutes No. 01/419-PR-NS dated 23 December 2024
123 Minutes No. 01/419-PR-NS dated 23 December 2024
124 Minutes No. 01/442-PR-NS dated 26 December 2025
125 Minutes No. 01/442-PR-NS dated 26 December 2025

No non-core assets were disposed of during 2025.

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

No non-core assets were disposed of during 2025.

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

During 2025, the Supervisory Board and the General Meeting of Shareholders of PJSC ALROSA made decisions pursuant to the directives of the Government of the Russian Federation received by the Company, in particular:

Compliance with regulations of the Government of the Russian Federation
Pursuant to Directives dated 5 February 2025 No. AN-P13-3379, the Supervisory Board of PJSC ALROSA resolved on 21 February 2025 (Minutes No. 01/423-PR-NS) to conduct a regular review of regulations of the Government of the Russian Federation. This review aims to align the Company's internal documents and those of its subsidiaries with the Rules approved by Government Resolution No. 1502 dated 27 December 2016, and the Methodological Recommendations approved by Government Resolutions No. 894-r dated 10 May 2017, No. 1388-r dated 27 June 2019, and No. 2199-r dated 15 August 2024.

Approval of the agenda of the annual General Meeting of Shareholders and recommendations to the annual General Meeting of Shareholders of PJSC ALROSA on the distribution of profits for 2024 and retained earnings of previous years, including the amount of dividends on shares in PJSC ALROSA and the procedure for their payment
To implement Directives dated 2 April 2025 No. DG-P13-11465, the Supervisory Board of PJSC ALROSA approved the agenda for the annual General Meeting of Shareholders on 14 April 2025 (Minutes No. 01/429-PR-NS) and recommended not to pay (declare) dividends for the results of 2024.

Agenda items of the annual General Meeting of Shareholders of PJSC ALROSA
In compliance with Directives dated 6 May 2025 No. DG-P13-16258, the annual General Meeting of Shareholders of PJSC ALROSA was held on 20 May 2025 (Minutes dated 23 May 2025 No. 50).
All resolutions were adopted, new compositions of the Supervisory Board and the Revision Commission of PJSC ALROSA were elected, dividends for 2024 were not paid (or declared), and new versions of the Company's internal documents were approved.

Election of the Chairman of the Supervisory Board of PJSC ALROSA
In compliance with Directives dated 19 May 2025 No. DG-P13-17746, the Supervisory Board of PJSC ALROSA resolved on 26 May 2025 (Minutes No. 01/432-PR-NS) to elect Anton Siluanov as chairman of the Supervisory Board.

Expanding the practice of entering into long-term contracts with reciprocal investment commitments
Pursuant to Directives dated 18 August 2025 No. AN-P13-30397, the Supervisory Board of PJSC ALROSA resolved on 12 September 2025 (Minutes No. 01/437-PR-NS) to approve the new version of the Procurement Regulations of ALROSA Group.

Appendix 8. Details of concluded contracts for the sale and purchase of shares, stock, or units in business partnerships and companies, including details on the parties, subject matter, price, and other terms of such contracts

In May 2025, the Company withdrew from the authorised capitals of two companies in the Republic of Angola: Sociedade Mineira de Catoca (41%) and Hidrochicapa S.A. (55%). The consideration for the 41% stake in the authorised capital of Sociedade Mineira de Catoca amounted to RUB 15,942 mln, while that for the 55% stake in Hidrochicapa S.A. amounted to RUB 3,109 mln. The consideration in both cases was received in cash in May 2025.

In 2025, a subsidiary of PJSC ALROSA acquired a 75% stake in [Limited access to information] of its shares. The transaction was not a major transaction for the subsidiary.

Appendix 9. Information on major transactions and interested-party transactions

APPROVED BY:

the Supervisory Board of PJSC ALROSA

on 19 March 2026, Minutes No. 01/447-PR-NS dated 20 March 2026

The reliability of the data contained in the report was confirmed by the Revision Commission of PJSC ALROSA, Meeting Minutes No. 2 dated 30 January 2026.

Report on major transactions and interested-party transactions completed by PJSC ALROSA (hereinafter the "Company") in 2025

I. Interested-party transactions

Parties to the transaction, beneficiary	Transaction	Material terms of the transaction	Transaction price (including VAT at the rate established by the Tax Code of the Russian Federation)	Parties recognised as the parties interested in the transaction at the time when it was authorised	Management body authorising the transaction/Notice
[Limited access to information][126] (Airline) PJSC ALROSA (Airport)	Contract for comprehensive ground servicing of aircraft	The Airport provides paid comprehensive and ground handling services for the Airline's aircraft at Mirny Airport of Mirny Air Enterprise of PJSC ALROSA; provides paid fuelling and take-off and landing services for the Airline's aircraft at the Nakyn site. Term of services: from 1 January 2025 to 31 December 2025.	RUB 937,125,685.08	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*[127] Member of the Executive Committee of the Company and member of the Board of	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[126] Hereinafter access to information about subsidiaries and financial investments, as well as about the Company's counterparties, is limited in accordance with the Resolution of the Government of the Russian Federation No. 1102 dated 4 July 2023 “On the Specifics of Disclosure and/or Presentation of Information Subject to Disclosure and/or Presentation in Accordance with the Requirements of the Federal Law "On Joint Stock Companies" and the Federal Law "On the Securities Market"”

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

				Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Counterparty) PJSC ALROSA (Company)	Supply contract as amended by Supplementary Agreements No. 1 and No. 2	The Company supplies the Counterparty with goods (jet fuel TS-1, total volume 9,018,195 kg), and the Counterparty undertakes to accept and pay for them. Supply term: from 1 January 2025 to 31 December 2025.	RUB 1,075,908,223.91	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 4 to Loan Agreement No. 131 of 30 March 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 6,000,000,000 (six billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 6,000,000,000[128]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[128] Not subject to VAT, the amount is given net of interest for the loan period

[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 5 to Loan Agreement No. 625 dated 28 December 2017	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 6,000,000,000 (six billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 6,000,000,000[129]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 5 to Loan Agreement No. 131 of 30 March 2018	Subject matter of the Supplementary Agreement: Increase in the loan facility limit under Loan Agreement dated 28 December 2017 No. 131 from RUB 6,000 mln to RUB 7,500 mln. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 6,000,000,000 (six billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2032. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The amount by which the debt limit is increased is RUB 1,500,000,000.00, and the maximum permissible debt limit is RUB 7,500,000,000.00[130]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice dated 14 November 2025 No. DO01-YuSH/20 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Borrower)	Supplementary Agreement No. 6 to Loan Agreement No. 625 dated 28 December 2017	Subject matter of the Supplementary Agreement: Increase in the loan facility limit under Loan Agreement dated 28 December 2017 No. 625 from RUB 6,000 mln to RUB 7,500 mln.	The amount by which the debt limit is increased is RUB 1,500,000,000.00, and the maximum	Member of the Executive Committee of the Company	Notice dated 14 November 2025 No. DO01-YuSH/20

[129] Not subject to VAT, the amount is given net of interest for the loan period
[130] Not subject to VAT, the amount is given net of interest for the loan period

PJSC ALROSA (Lender)		Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 6,000,000,000 (six billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2032. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	permissible debt limit is RUB 7,500,000,000.00[131]	and member of the Board of Directors of the counterparty *[Limited access to information]*	No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Contractor) PJSC ALROSA (Customer)	Aviation Services Contract as amended by Supplementary Agreements No. 1, 2, 3 and 4	The Customer charges the Contractor with and pays for, and the Contractor undertakes to provide aviation services using Mi-8T, Mi-8MTV, Mi-171, Mi-26T helicopters, and An-38 aircraft. The flights are performed by the Contractor based on the Customer's orders and lists. Term of services: from 1 January 2025 to 31 December 2025.	The total amount of the Contract, including Supplementary Agreements No. 1, No. 2, No. 3, and No. 4, is RUB 1,334,037,139.72.	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 3 to Loan Agreement No. 45 of 16 February 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.	The maximum permissible debt limit remained unchanged at RUB 19,000,000,000[132]	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[131] Not subject to VAT, the amount is given net of interest for the loan period
[132] Not subject to VAT, the amount is given net of interest for the loan period

		To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 19,000,000,000 (nineteen billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		simultaneously member of the Board of Directors of the counterparty Pavel Marinychev According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party Pavel Marinychev in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0% Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access*	

				to information] in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 3 to Loan Agreement No. 46 of 16 February 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 19,000,000,000 (nineteen billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 19,000,000,000[133]	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party Pavel Marinychev in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[133] Not subject to VAT, the amount is given net of interest for the loan period

				transaction was 0% Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	
[Limited access to information] (Entity) PJSC ALROSA (Company)	Supplementary Agreement No. 13 to Services Contract No. AA-2022/ED dated 15 April 2022	Subject matter of the Supplementary Agreement: Amendment to the subject matter of the Contract dated 15 April 2022 No. AA-2022/ED regarding the exclusion of services for the selection and transfer of representative batches of rough diamonds to *[Limited access to information]* Material terms of the previous transaction: In accordance with the Contract, the Company shall provide the following services for a fee: 1. sorting, primary classification and primary evaluation, storage, pre-sale preparation of rough natural diamonds mined by the Entity; 2. on behalf and at the expense of the Entity, selection and transfer of representative batches of rough diamonds to *[Limited access to information]*	The Supplementary Agreement did not result in any change to the Services Contract price. The aggregate amount of the fees for the services may not exceed RUB 3,000,000,000.00.	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty	Notice No. DO01-DA/3 of 21 February 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

		3. production of polished diamonds from rough diamonds mined by the Entity, on the instructions of the Entity; 4. organisation of the sale of rough and polished diamonds to customers, including through the engagement of third parties, at the Entity's expense. The aggregate amount of the fees for the services may not exceed RUB 3 bln from the effective date of the Contract. The Contract shall be concluded for three (3) years and enter into force from the date of its signing.		Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Entity) PJSC ALROSA (Company)	Supplementary Agreement No. 14 to Services Contract No. AA-2022/ED dated 15 April 2022	Subject matter of the Supplementary Agreement: Extension of the term of Services Contract dated 15 April 2022 No. AA-2022/ED until 1 July 2026. Material terms of the previous transaction: In accordance with the Contract, the Company shall provide the following services for a fee: 1. sorting, primary classification and primary evaluation, storage, pre-sale preparation of rough natural diamonds mined by the Entity; 2. production of polished diamonds from rough diamonds mined by the Entity, on the instructions of the Entity; 3. organisation of the sale of rough and polished diamonds to customers, including through the engagement of third parties, at the Entity's expense. The aggregate amount of the fees for the services may not exceed RUB 3 bln from the effective date of the Contract. The Contract shall be concluded for three (3) years and enter into force from the date of its signing.	The Supplementary Agreement did not result in any change to the Services Contract price. The aggregate amount of the fees for the services may not exceed RUB 3,000,000,000.00.	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO01-DA/6 dated 20 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Entity) PJSC ALROSA (Company)	Supplementary Agreement No. 15 to Services Contract No. AA-2022/ED dated 15 April 2022	Subject matter of the Supplementary Agreement: Amendment to the subject matter of Services Contract dated 15 April 2022 No. AA-2022/ED regarding the addition of the service for the selection and sale of representative batches to the list of services provided Material terms of the previous transaction: In accordance with the Contract, the Company shall provide the following services for a fee:	The Supplementary Agreement did not result in any change to the Services Contract price. The aggregate amount of the fees for the services may not exceed RUB 3,000,000,000.00.	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the	Notice No. DO01-DA/14 dated 27 May 2025 No requirement to obtain consent (approval) for the performance of the

		1. sorting, primary classification and primary evaluation, storage, pre-sale preparation of rough natural diamonds mined by the Entity; 2. production of polished diamonds from rough diamonds mined by the Entity, on the instructions of the Entity; 3. organisation of the sale of rough and polished diamonds to customers, including through the engagement of third parties, at the Entity's expense. The aggregate amount of the fees for the services may not exceed RUB 3 bln from the effective date of the Contract. The Contract shall remain in effect until 1 July 2026.		Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	transaction was received
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Loan Agreement	The Lender grants the Borrower a special-purpose loan in the amount of RUB 1,362,764,000.00 (one billion three hundred and sixty-two million seven hundred and sixty-four thousand roubles 00 kopecks), and the Borrower undertakes to repay this amount. The loan is provided until 26 December 2030. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The loan amount is RUB 1,362,764,000.00[134]	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO01-YuSH/9 dated 3 April 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

[134] Not subject to VAT, the amount is given net of interest for the loan period

[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 3 to Loan Agreement No. 44 of 16 February 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 13,000,000,000 (thirteen billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 13,000,000,000[135]	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party Pavel Marinychev in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0% Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[135] Not subject to VAT, the amount is given net of interest for the loan period

				[Limited access to information] According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 3 to Loan Agreement No. 43 of 16 February 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 13,000,000,000 (thirteen billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 13,000,000,000[136]	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev According to the information available to PJSC ALROSA, on the transaction date	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[136] Not subject to VAT, the amount is given net of interest for the loan period

				the participation interest of interested party Pavel Marinychev in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0% Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	
[Limited access to information] (Entity)	Supplementary Agreement No. 7 to Services Contract No. SA-	Subject matter of the Supplementary Agreement: Amendment to the subject matter of Services Contract No. SA-2022/ED dated 04 May 2022 regarding the exclusion of services for the selection and	The Supplementary Agreement did not result in any change to the	Pavel Marinychev, CEO –	Notice No. DO01-DA/4 of 21 February 2025

PJSC ALROSA (Company)	2022/ED dated 04 May 2022	transfer of representative batches of rough diamonds to *[Limited access to information]*. Material terms of the previous transaction: In accordance with the Contract, the Company shall provide the following services for a fee: 1. sorting, primary classification and primary evaluation, storage, pre-sale preparation of rough natural diamonds mined by the Entity; 2. on behalf and at the expense of the Entity, selection and transfer of representative batches of rough diamonds to *[Limited access to information];* 3. manufacturing of polished diamonds from rough diamonds mined by the Entity, on behalf of the Entity, except for rare-colour rough diamonds with Yellow and Orange shades weighing more than 20.0 carats, as well as Pink diamonds weighing over 3.0 carats; 4. organisation of the sale of rough and polished diamonds to customers, including through the engagement of third parties, at the Entity's expense. The aggregate amount of the fees for the services may not exceed RUB 2 bln from the effective date of the Contract. The Contract shall be concluded for three (3) years and enter into force from the date of its signing.	Services Contract price. The aggregate amount of the fees for the services may not exceed RUB 2,000,000,000.00.	Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Entity) PJSC ALROSA (Company)	Supplementary Agreement No. 8 to Services Contract No. SA-2022/ED dated 04 May 2022	Subject matter of the Supplementary Agreement: Extension of the term of Services Contract dated 4 May 2022 No. SA-2022/ED until 1 July 2026. Material terms of the previous transaction: In accordance with the Contract, the Company shall provide the following services for a fee: 1. sorting, primary classification and primary evaluation, storage, pre-sale preparation of rough natural diamonds mined by the Entity; 2. manufacturing of polished diamonds from rough diamonds mined by the Entity, on behalf of the Entity, except for rare-colour rough diamonds with Yellow and Orange shades weighing more than 20.0 carats, as well as Pink diamonds weighing over 3.0 carats; 3. organisation of the sale of rough and polished diamonds to customers, including through the engagement of third parties, at the Entity's expense. The aggregate amount of the fees for the services may not exceed RUB 2 bln from the effective date of the Contract. The Contract shall be concluded for three (3) years and enter into force from the date of its signing.	The Supplementary Agreement did not result in any change to the Services Contract price. The aggregate amount of the fees for the services may not exceed RUB 2,000,000,000.00.	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the	Notice No. DO01-DA/7 dated 20 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

				counterparty *[Limited access to information]*	
[Limited access to information] (Entity) PJSC ALROSA (Company)	Supplementary Agreement No. 9 to Services Contract No. SA-2022/ED dated 04 May 2022	Subject matter of the Supplementary Agreement: Amendment to the subject matter of Services Contract No. SA-2022/ED dated 04 May 2022 regarding the addition of the service for the selection and sale of representative batches to the list of services provided. Material terms of the previous transaction: In accordance with the Contract, the Company shall provide the following services for a fee: 1. sorting, primary classification and primary evaluation, storage, pre-sale preparation of rough natural diamonds mined by the Entity; 2. manufacturing of polished diamonds from rough diamonds mined by the Entity, on behalf of the Entity, except for rare-colour rough diamonds with Yellow and Orange shades weighing more than 20.0 carats, as well as Pink diamonds weighing over 3.0 carats; 3. organisation of the sale of rough and polished diamonds to customers, including through the engagement of third parties, at the Entity's expense. The aggregate amount of the fees for the services may not exceed RUB 2 bln from the effective date of the Contract. The Contract shall remain in effect until 1 July 2026.	The Supplementary Agreement did not result in any change to the Services Contract price. The aggregate amount of the fees for the services may not exceed RUB 2,000,000,000.00.	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and simultaneously member of the Board of Directors of the counterparty Pavel Marinychev Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO01-DA/13 dated 27 May 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Contractor) PJSC ALROSA (Customer)	Contract for Road Transport Services	The Contractor undertakes, as instructed by the Customer, to provide motor transport services to the Customer – including the Customer's separate and structural divisions – using its own vehicles, in the scope and in accordance with the procedure set forth in the Contract. The Customer undertakes to pay for such services in full, in the amount and within the timeframes specified in the Contract. Term of services: from 1 January 2025 to 31 December 2025.	RUB 12,152,803,200.00	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Counterparty / Contractor) PJSC ALROSA (Company / Customer)	Paid Services Contract	The Counterparty undertakes to provide services (servicing and repair of VOLVO road trains and KHANT dump trucks), and the Company undertakes to accept and pay for them in accordance with the terms of the Contract. Term of work / services / stages: from 1 January 2025 to 31 December 2025.	RUB 752,895,587.59	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

				[Limited access to information]	
[Limited access to information] (Counterparty) PJSC ALROSA (Company)	Supply Contract	The Company supplies the Counterparty with goods (diesel fuel and petrol, total volume 8,395 tonnes), and the Counterparty undertakes to accept and pay for them. Supply term: from 1 January 2025 to 31 December 2025.	RUB 1,011,250,331.88	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 2 to Loan Agreement No. 614 dated 26 October 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 3,150,000,000.00 (three billion one hundred and fifty million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 3,150,000,000[137]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 2 to Loan Agreement No. 613 dated 26 October 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 3,150,000,000.00 (three billion one hundred and fifty million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement.	The maximum permissible debt limit remained unchanged at RUB 3,150,000,000[138]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[137] Not subject to VAT, the amount is given net of interest for the loan period
[138] Not subject to VAT, the amount is given net of interest for the loan period

		The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.			
[Limited access to information] (Counterparty) PJSC ALROSA (Company)	Work (Paid Services) Contract as amended by Supplementary Agreement No. 1	The Counterparty undertakes to perform work / provide services (manufacturing of polished diamonds from natural rough diamonds in accordance with terms of reference for each batch of rough diamonds), and the Company undertakes to accept and pay for them in accordance with the terms of the Contract. Period for the preparation of supporting documents: from the date of the Contract's conclusion to 31 December 2025.	RUB 3,264,000,000.00	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[139] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 2 to Loan Agreement No. 399 of 24 October 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.	The maximum permissible debt limit remained unchanged at RUB 4,700,000,000[140]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[139] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025
[140] Not subject to VAT, the amount is given net of interest for the loan period

		To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 4,700,000,000 (four billion seven hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[141] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 3 to Loan Agreement No. 398 of 24 October 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 4,700,000,000 (four billion seven hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 4,700,000,000[142]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[143] *[Limited access to information]* Member of the Executive	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

141 The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025
142 Not subject to VAT, the amount is given net of interest for the loan period
143 The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

				Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Customer) PJSC ALROSA (General Contractor)	Supplementary Agreement No. 8 to General Contractor Agreement No. 7284 dated 1 December 2020	Subject matter of the Supplementary Agreement: Increase in the Agreement price due to additional work and extension of the effective term of the Agreement to 30 November 2025. Material terms of the previous transaction: Under the Agreement, the General Contractor undertakes, upon the Customer's instruction, to carry out construction work for the facility "Access Road from Mirny to the Airport. Communication Networks" (as specified in clause 1.2 of the Agreement) within the timeframe stipulated by the Agreement. The Customer, in turn, undertakes to create the necessary conditions for the performance of this work, accept the results, and pay the price stipulated by the Agreement. The General Contractor shall perform the work using the methods determined by the Parties in the Terms of Reference (Appendix No. 2). The total amount of the Agreement is RUB 534,308,664.16, including VAT of 20%. The Agreement shall enter into force on the date of its signing by both Parties and shall remain valid until 3 September 2025.	The amount by which the Agreement price is increased is RUB 1,651,065.98. The total amount of the Agreement, including the Supplementary Agreements, is RUB 535,959,730.14	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. SZ02-SP/244 dated 18 September 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Customer) PJSC ALROSA (Contractor / General Contractor)	Construction Contract as amended by supplementary agreements No. 1–7	The Customer instructs, and the Contractor undertakes, to complete a complex of earthworks and landscaping works for the following site within the timeframe stipulated by the Contract: "Construction of the Mirny Airport Complex, Mirny, Republic of Sakha (Yakutia)" (Assets of PJSC ALROSA), in accordance with the Terms of Reference (Appendix No. 1 to the Contract), the Consolidated Estimate and the local estimates (Appendices Nos. 3–23, 25–29 to the Contract). The Customer, in turn, undertakes to create the necessary conditions for the Contractor to perform the work, accept the results, and pay the price stipulated in the Contract. The price for the work under the Contract is RUB 965,825,558.23, including VAT of 20%, in accordance with the Consolidated Estimate (Appendix No. 3 to the Contract). Term for the performance of works: from the date of the Contract's conclusion to 15 August 2025.	RUB 965,825,558.23	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 2 December 2025 No. 01/441-PR-NS
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 5 to Loan Agreement No. 207 of 25 June 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.	The maximum permissible debt limit remained unchanged at RUB 800,000,000[144]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[144] Not subject to VAT, the amount is given net of interest for the loan period

		To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 800,000,000 (eight hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		*[Limited access to information]*	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 5 to Loan Agreement No. 206 of 25 June 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 800,000,000 (eight hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 800,000,000[145]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Counterparty) PJSC ALROSA (Company)	Supply Contract as amended by Supplementary Agreement No. 1	The Counterparty supplies X-ray luminescent separators (28 units), and the Company undertakes to accept and pay for the goods. Delivery time: as scheduled during 2025.	RUB 825,021,588.00	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[146] *[Limited access to information]* Member of the Executive Committee of the Company	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[145] Not subject to VAT, the amount is given net of interest for the loan period
[146] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

				and member of the Board of Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 2 to Loan Agreement No. 36 of 13 February 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,700,000,000 (one billion seven hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 1,700,000,000[147]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[148] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 2 to Loan Agreement No. 35 of 13 February 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,700,000,000 (one billion seven hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital.	The maximum permissible debt limit remained unchanged at RUB 1,700,000,000[149]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[150] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[147] Not subject to VAT, the amount is given net of interest for the loan period
[148] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025
[149] Not subject to VAT, the amount is given net of interest for the loan period
[150] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

		The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		counterparty *[Limited access to information]*	
[Limited access to information] (Counterparty) PJSC ALROSA (Company)	Drilling Contract for 2025–2027	The Counterparty undertakes to perform works / provide services (drilling works (estimated volume of 360,000 linear metres), hydrogeological and related works (topographic and geodetic works, forest clearing works, sampling and auxiliary works with core material, core transport to storage/processing facilities, specialised hydrogeological studies, and other types of works)), and the Company undertakes to accept and pay for them in accordance with the terms of the Contract. Term of work / services / stages: from 1 January 2025 to 31 December 2027.	RUB 10,000,000,000.00	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Counterparty) PJSC ALROSA (Company)	Supplementary Agreement No. 1 to the Drilling Contract	Subject matter of the Supplementary Agreement: Change in the scope, cost and deadline for performing the works under the Contract. Term of work: from 1 January 2024 to 31 October 2025. Link to the previously disclosed information:**http://www.edisclosure.ru/portal/company.aspx?id=199.**	The amount by which the Contract price is increased is RUB 192,042,195.53. The total amount of the Contract, including the Supplementary Agreement, is RUB 2,665,207,154.88.	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 3 to Loan Agreement No. 126 of 30 March 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,350,000,000 (one billion three hundred and fifty million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 1,350,000,000[151]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender)	Supplementary Agreement No. 3 to Loan	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032	The maximum permissible debt limit	Member of the Executive Committee of	Supervisory Board, Minutes dated 23 December 2024

[151] Not subject to VAT, the amount is given net of interest for the loan period

PJSC ALROSA (Borrower)	Agreement No. 125 of 30 March 2018	Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,350,000,000 (one billion three hundred and fifty million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	remained unchanged at RUB 1,350,000,000[152]	the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Carrier) PJSC ALROSA (Cargo Owner)	Contract for the Transportation of Light Oil Products during the 2025 Navigation Season	The Carrier undertakes, for a fee (freight charges), to receive oil products from the Cargo Owner onto an oil tanker, transport them, and deliver them within the stipulated timeframes, while the Cargo Owner undertakes to present the cargo for transport during the 2025 navigation season. The total weight of oil products expected for transportation along the Ust-Kut–Lensk route, as stipulated by the Contract, is estimated at approximately 124,493 tonnes. Term of services: from 1 May 2025 to 31 October 2025.	The maximum amount is RUB 572,092,690.00	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Carrier) PJSC ALROSA (Cargo Owner)	Contract for the Transport of Goods for Production and Technical Purposes during the 2025 Navigation Season	The Cargo Owner presents the cargo and undertakes to pay for the Carrier's services in accordance with the terms of the Contract, and the Carrier accepts the cargo and ensures its transportation by vessels upon the opening of the navigation season on inland waterways, with a total volume of 152,855 tonnes, including: - 77,530 tonnes on the route: Ust-Kut (origin) – Lensk (destination), including in the reverse direction; - 74,343 tonnes on the route: Mokhsogollokh (origin) – Lensk (destination); - 982 tonnes on the route: Ust-Kut – Nakyn – Krestyakh and other routes along the small rivers Vilyuy and Markha. Term of services: from 1 May 2025 to 31 October 2025.	The maximum amount is RUB 642,304,953.90	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 2 to Loan Agreement No. 122 of 30 March 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.	The maximum permissible debt limit remained unchanged at RUB 550,000,000[153]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[152] Not subject to VAT, the amount is given net of interest for the loan period
[153] Not subject to VAT, the amount is given net of interest for the loan period

		To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 550,000,000 (five hundred and fifty million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		*[Limited access to information]*	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 2 to Loan Agreement No. 121 of 30 March 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 550,000,000 (five hundred and fifty million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 550,000,000[154]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Buyer) PJSC ALROSA (Seller)	Supply contracts	The Seller undertakes to deliver, and the Buyer undertakes to accept and pay for, natural polished diamonds cut from natural rough diamonds.	The total amount is RUB 544,930,319.02	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[155] *[Limited access to information]* Member of the Executive Committee of the Company	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[154] Not subject to VAT, the amount is given net of interest for the loan period
[155] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

				and member of the Board of Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 7 to Loan Agreement No. 431 of 5 November 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 3,005,500,000.00 (three billion five million five hundred thousand), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 3,005,500,000[156]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[157] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 8 to Loan Agreement No. 432 of 5 November 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 3,005,500,000.00 (three billion five million five hundred thousand), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital.	The maximum permissible debt limit remained unchanged at RUB 3,005,500,000[158]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[159] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[156] Not subject to VAT, the amount is given net of interest for the loan period
[157] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025
[158] Not subject to VAT, the amount is given net of interest for the loan period
[159] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

		The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		counterparty *[Limited access to information]*	
[Limited access to information] (Company) PJSC ALROSA (Counterparty)	Supply Contract	Subject to the terms of the Contract, the Counterparty supplies oil (crude oil, 10,686 tonnes total), and the Company undertakes to accept and pay for it. Place of delivery: ex tank at the Nakyn oil depot, Nyurba District, Republic of Sakha (Yakutia). Supply term: weekly, based on the Company's orders, from 1 January 2026 to 31 December 2026.	The estimated amount is RUB 744,147,393.60	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 2 to Loan Agreement No. 245 of 29 May 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,650,000,000 (one billion six hundred and fifty million), which is the maximum permissible amount of the Borrower’s aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower’s working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 1,650,000,000[160]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 2 to Loan Agreement No. 244 of 29 May 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts).	The maximum permissible debt limit remained unchanged at RUB 1,650,000,000[161]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[160] Not subject to VAT, the amount is given net of interest for the loan period
[161] Not subject to VAT, the amount is given net of interest for the loan period

<table>
<tr>
<td></td>
<td></td>
<td>The Lender shall set the loan limit for the Borrower in the amount of RUB 1,650,000,000 (one billion six hundred and fifty million), which is the maximum permissible amount of the Borrower’s aggregate debt under the tranches provided in accordance with the agreement.
The money shall be provided by the Lender for the purpose of replenishing the Borrower’s working capital.
The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025.
The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.</td>
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</tr>
<tr>
<td>*[Limited access to information]*
(Company)

PJSC ALROSA
(Counterparty)</td>
<td>Supply Contract</td>
<td>Subject to the terms of the Contract, the Counterparty supplies oil, and the Company accepts and pays for it:
<table>
<tr><th>No.</th><th>Place of delivery</th><th>Product type</th><th>Country of origin</th><th>Unit of measurement</th><th>Supply volume</th></tr>
<tr><td>1</td><td>Ex tank at the Nakyn oil depot</td><td>Crude oil</td><td>Russia</td><td>kg</td><td>16,991,000.00</td></tr>
<tr><td rowspan="2">2</td><td rowspan="2">Ex tank at the Verkhnyaya Muna diesel power plant</td><td rowspan="2">Crude oil</td><td>Russia</td><td rowspan="2">kg</td><td>839,000.00</td></tr>
<tr><td>Russia</td><td>1,837,000.00</td></tr>
<tr><td colspan="4">TOTAL:</td><td>kg</td><td>19,667,000.00</td></tr>
</table>
Supply term: weekly, based on the Company's orders, from 1 January 2025 to 31 December 2025, in accordance with the delivery schedule stipulated in the Contract.</td>
<td>RUB 1,562,770,884.00</td>
<td>Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*</td>
<td>Notice No. DO01-VS/54 dated 8 October 2024

No requirement to obtain consent (approval) for the performance of the transaction was received</td>
</tr>
<tr>
<td>*[Limited access to information]*
(Borrower)

PJSC ALROSA
(Lender)</td>
<td>Supplementary Agreement No. 2 to Loan Agreement No. 451 of 14 November 2019</td>
<td>Subject matter of the Supplementary Agreement:
Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032.

Material terms of the previous transaction:
The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.
To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts).
The Lender shall set the loan limit for the Borrower in the amount of RUB 2,100,000,000 (two billion one hundred million), which is the maximum permissible amount of the Borrower’s aggregate debt under the tranches provided in accordance with the agreement.
The money shall be provided by the Lender for the purpose of replenishing the Borrower’s working capital.</td>
<td>The maximum permissible debt limit remained unchanged at RUB 2,100,000,000[162]</td>
<td>Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*

Member of the Executive Committee of the Company and member of the Board of</td>
<td>Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8</td>
</tr>
</table>

[162] Not subject to VAT, the amount is given net of interest for the loan period

		The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		Directors of the counterparty[163] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 2 to Loan Agreement No. 452 of 14 November 2019	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 2,100,000,000 (two billion one hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 2,100,000,000[164]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty[165] *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[163] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025
[164] Not subject to VAT, the amount is given net of interest for the loan period
[165] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

				[Limited access to information]	
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 4 to Loan Agreement No. 434 of 22 October 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 5,000,000,000 (five billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 5,000,000,000[166]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 4 to Loan Agreement No. 433 of 22 October 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 5,000,000,000 (five billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 5,000,000,000[167]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information]	Supplementary Agreement No. 2 to Power Supply Agreement	Subject matter of the Supplementary Agreement: Extension of the Agreement term until 31 December 2025, increase in the Agreement price, establishment of the planned electricity consumption	The amount by which the Agreement price is increased is RUB	Member of the Executive Committee of	Notice No. DO02-SP/65 dated 10 March 2025

[166] Not subject to VAT, the amount is given net of interest for the loan period
[167] Not subject to VAT, the amount is given net of interest for the loan period

(Energy Sales Organisation) PJSC ALROSA (Consumer)	No. 128 dated 26 May 2021	volume for 2025, amendment of the points of delivery, the schedule of installed energy metering devices, the list of certificates of technical connection / certificates of demarcation of balance sheet responsibility, and the addition of a single-line electric network diagram. Material terms of the previous transaction: Under the Agreement, the Energy Sales Organisation undertakes, starting from 1 January 2022, to sell electrical energy (capacity) and to provide services for the transmission of electrical energy, either independently or through third parties. The Consumer undertakes to pay for the electrical energy (capacity) acquired and the services rendered. The Agreement is deemed concluded on the date of its signing by both Parties and remains valid until 31 December 2022 inclusive. In terms of the fulfillment of the Parties' obligations, it remains valid until such obligations are fully discharged. The Agreement is deemed extended for the following calendar year under the same terms unless the Consumer notifies the Energy Sales Organisation of its intention to terminate or amend the Agreement, or to conclude a new Agreement, at least 30 calendar days prior to the expiry of the current term.	945,938,996.00. The total amount of the Agreement, including the Supplementary Agreement, is RUB 2,549,682,046.00.	the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Guaranteed Supply Company) PJSC ALROSA (Consumer)	Supplementary Agreement No. 6 to Power Supply Agreement No. 7 dated 10 January 2019	Subject matter of the Supplementary Agreement: Extension of the Agreement term until 31 December 2025, increase in the Agreement price, establishment of the planned electricity consumption volume for 2025, amendment of the points of delivery and the schedule of installed energy metering devices. Material terms of the previous transaction: The Guaranteed Supply Company shall sell electrical energy (capacity), including transmission services and services that are an integral part of the electricity supply process to consumers at the delivery points specified in Appendix No. 2 to the Agreement. The Consumer, in turn, shall pay for the acquired electrical energy (capacity) and the services rendered in accordance with the terms of the Agreement and the volumes stipulated in Appendix No. 1 to the Agreement. The Agreement is deemed concluded upon its signing by both Parties and remains valid until 31 December 2020 inclusive. The Agreement is deemed extended for the same period and under the same terms unless either Party notifies the other of its intention to terminate, amend, or conclude a new agreement prior to the expiry of the current term.	The amount by which the Agreement price is increased is RUB 3,133,798,000.00. The total amount of the Agreement, including the Supplementary Agreement, is RUB 9,174,415,000.00.	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO02-SP/64 dated 10 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 4 to Loan Agreement No. 733 of 25 December 2018	Subject matter of the Supplementary Agreement: Increase in the loan facility limit under Loan Agreement No. 733 of 25 December 2018 from RUB 1,300 mln to RUB 1,500 mln. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.	The amount by which the loan limit is increased is RUB 200,000,000.00,[168] and the maximum permissible loan limit is RUB 1,500,000,000.00[169]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Notice No. DO01-YuSH/1 dated 9 January 2025 No requirement to obtain consent (approval) for the performance of the

[168] Not subject to VAT, the amount is given net of interest for the loan period
[169] Not subject to VAT, the amount is given net of interest for the loan period

		To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,300,000,000 (one billion three hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		*[Limited access to information]*	transaction was received
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 4 to Loan Agreement No. 734 of 25 December 2018	Subject matter of the Supplementary Agreement: Increase in the loan facility limit under Loan Agreement No. 734 of 25 December 2018 from RUB 1,300 mln to RUB 1,500 mln. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,300,000,000 (one billion three hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The amount by which the loan limit is increased is RUB 200,000,000.00,[170] and the maximum permissible loan limit is RUB 1,500,000,000.00[171]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO01-YuSH/1 dated 9 January 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 5 to Loan Agreement No. 733 of 25 December 2018	Subject matter of the Supplementary Agreement: Increase in the loan facility limit under Loan Agreement No. 733 of 25 December 2018 from RUB 1,500 mln to RUB 2,000 mln. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts).	The amount by which the loan limit is increased is RUB 500,000,000.00,[172] and the maximum permissible loan limit is RUB 2,000,000,000.00[173]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO01-YuSH/3 dated 11 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

[170] Not subject to VAT, the amount is given net of interest for the loan period
[171] Not subject to VAT, the amount is given net of interest for the loan period
[172] Not subject to VAT, the amount is given net of interest for the loan period
[173] Not subject to VAT, the amount is given net of interest for the loan period

		The Lender shall set the loan limit for the Borrower in the amount of RUB 1,500,000,000 (one billion five hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.			
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 5 to Loan Agreement No. 734 of 25 December 2018	Subject matter of the Supplementary Agreement: Increase in the loan facility limit under Loan Agreement No. 734 of 25 December 2018 from RUB 1,500 mln to RUB 2,000 mln. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 1,500,000,000 (one billion five hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The amount by which the loan limit is increased is RUB 500,000,000.00,[174] and the maximum permissible loan limit is RUB 2,000,000,000.00[175]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Notice No. DO01-YuSH/3 dated 11 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 6 to Loan Agreement No. 733 of 25 December 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 2,000,000,000 (two billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement.	The maximum permissible debt limit remained unchanged at RUB 2,000,000,000[176]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[174] Not subject to VAT, the amount is given net of interest for the loan period
[175] Not subject to VAT, the amount is given net of interest for the loan period
[176] Not subject to VAT, the amount is given net of interest for the loan period

		The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.			
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 6 to Loan Agreement No. 734 of 25 December 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 2,000,000,000 (two billion), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 2,000,000,000[177]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Buyer) PJSC ALROSA (Seller)	Related transactions: - Contract for the Sale of Real Estate as amended by Supplementary Agreement No. 1; - Contract for the Sale of Movable Property as amended by Supplementary Agreement No. 1.	Material terms of an interested-party transaction – Contract for the Sale of Real Estate as amended by Supplementary Agreement No. 1: Subject of the transaction: the Seller shall transfer ownership to the Buyer, and the Buyer shall accept and pay the price for it in accordance with the terms of the Contract, of the real estate specified in Appendix No. 1 to the Contract, as well as the share in the title to the land plots specified in Appendix No. 2 to the Contract (hereinafter referred to as the "Property"). Simultaneously with the transfer of the title to the Property, the Seller shall transfer (assign) and the Buyer shall accept the rights and obligations under the lease agreements for the land plots on which the Property is located specified in Appendix No. 3 to the Contract. The Seller shall procure the conclusion of easement agreements in respect of parts of the land plots specified in Appendix No. 4 to the Contract for the purpose of enabling the Buyer's business activities. Other material terms of the transaction: The Seller shall not conclude any contracts for the disposal or encumbrance of the Property with third parties from the date of the Contract. The price of the Property shall be paid by the Buyer in equal instalments over a period of twenty (20) years from the date of the Contract. For the use of the payment instalment plan, the Buyer shall pay the Seller interest on the outstanding portion of the principal. The interest rate for the	The price of the Contract for the Sale of Real Estate as amended by Supplementary Agreement No. 1 is RUB 1,265,492,999.97, including VAT. The price of the Contract for the Sale of Movable Property as amended by Supplementary Agreement No. 1 is RUB 392,705,959.98, including VAT.	Member of the Executive Committee of the Company and member of the Board of Directors of *[Limited access to information]*, which is the management organisation of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 24 February 2026 No. 01/445-PR-NS

[177] Not subject to VAT, the amount is given net of interest for the loan period

		instalment plan shall be equal to the key rate of the Central Bank of the Russian Federation effective on the first day of the respective calculation quarter. From the moment title to the Property passes to the Buyer until its payment, the real estate shall be deemed pledged to the Seller pursuant to clause 5 of Article 488 of the Russian Civil Code to secure the Buyer's performance of its obligation to pay for the Property, as well as the payment of any other sums and charges provided for in the Contract. Material terms of an interested-party transaction – Contract for the Sale of Movable Property as amended by Supplementary Agreement No. 1: Subject of the transaction: The Seller shall transfer ownership to the Buyer, and the Buyer shall accept and pay the price for it in accordance with the terms of the Contract, of the property specified in the appendix to the Contract (hereinafter the "Property"). Other material terms of the transaction: The Seller shall not conclude any contracts for the disposal or encumbrance of the Property with third parties from the date of the Contract. The price of the Property shall be paid by the Buyer in equal instalments over a period of twenty (20) years from the date of the Contract. For the use of the payment instalment plan, the Buyer shall pay the Seller interest on the outstanding portion of the principal. The interest rate for the instalment plan shall be equal to the key rate of the Central Bank of the Russian Federation effective on the first day of the respective calculation quarter. From the moment title to the Property passes to the Buyer until its payment, the Property shall be deemed pledged to the Seller pursuant to clause 5 of Article 488 of the Russian Civil Code to secure the Buyer's performance of its obligation to pay for the Property, as well as the payment of any other sums and charges provided for in the Contract.			
[Limited access to information] (Contractor) PJSC ALROSA (Customer)	Supplementary agreements to the Services Contract	Increase in the Contract price and extension of the term for the provision of services until 31 December 2025 (services for accounting and tax record-keeping, HR administration, financial controlling, statistical reporting, and recruitment). Link to the previously disclosed information:**http://www.edisclosure.ru/portal/company.aspx?id=199**.	The Contract price is increased by RUB 1,348,666,800.00 The total amount of the Contract, including the Supplementary Agreements, is RUB 8,765,179,150.58	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Lender) PJSC ALROSA (Borrower)	Supplementary Agreement No. 2 to Loan Agreement No. 335 of 22 June 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon.	The maximum permissible debt limit remained unchanged at RUB 500,000,000[178]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8

[178] Not subject to VAT, the amount is given net of interest for the loan period

		To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 500,000,000 (five hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.		*[Limited access to information]*	
[Limited access to information] (Borrower) PJSC ALROSA (Lender)	Supplementary Agreement No. 2 to Loan Agreement No. 334 of 22 June 2018	Subject matter of the Supplementary Agreement: Extension of the short-term revolving credit line and final repayment of principal and accrued interest to 28 December 2032. Material terms of the previous transaction: The Lender shall provide a special-purpose loan to the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the money received and pay interest thereon. To provide the special-purpose loan, the Lender shall open a short-term revolving facility with a loan limit to the Borrower. The Lender shall provide the money under the Agreement in tranches (amounts). The Lender shall set the loan limit for the Borrower in the amount of RUB 500,000,000 (five hundred million), which is the maximum permissible amount of the Borrower's aggregate debt under the tranches provided in accordance with the Loan Agreement. The money shall be provided by the Lender for the purpose of replenishing the Borrower's working capital. The term of the facility and the final repayment date for principal and accrued interest shall be until 28 December 2025. The interest rate on the loan shall be set at the level of the Bank of Russia's key rate.	The maximum permissible debt limit remained unchanged at RUB 500,000,000[179]	Member of the Executive Committee of the Company and member of the Board of Directors of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Fund) PJSC ALROSA (Company)	Special-Purpose Financing Agreement as amended by Supplementary Agreements No. 1, No. 2 and No. 3	In accordance with the Agreement on the Social and Economic Development of the Republic of Sakha (Yakutia) for 2021–2025 dated 20 May 2021, PJSC ALROSA shall provide to the Fund special-purpose financing of RUB 800,000,000.00 (eight hundred million) for the activities under the "In the Name of the Future" Special-Purpose Programme.	RUB 800,000,000.00 (not subject to VAT)	Member of the Supervisory Board of the Company and Chairman of the Supreme Council of the counterparty *[Limited access to information]*	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Fund)	Supplementary Agreement No. 3 to Special-Purpose Financing Agreement No.	Subject matter of the Supplementary Agreement: In connection with amendments to the "In the Name of the Future" Special-Purpose Programme for 2021–2025 and the forecast period up to 2027,	The Supplementary Agreement did not result in any change to the value of the Special-	Member of the Supervisory Board of the Company and	Notice No. 02-SP/275 dated 30 October 2025

[179] Not subject to VAT, the amount is given net of interest for the loan period

PJSC ALROSA (Company)	37730 of 15 February 2024	which include the reallocation of funding, changes shall be made to the Financing Plan for the activities (Appendix No. 1 to the Agreement). Link to the previously disclosed information:**http://www.edisclosure.ru/portal/company.aspx?id=199**.	Purpose Financing Agreement. The amount of special-purpose financing is RUB 936,800,000.00 (not subject to VAT).	Chairman of the Supreme Council of the counterparty *[Limited access to information]*	No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Lender or Bank) PJSC ALROSA (Borrower)	Supplementary Agreement No. 1 to the Overdraft Agreement	Subject matter of the Supplementary Agreement: Amendment to clause 6.4(5) of the article "Obligations and Rights of the Lender" of Overdraft Agreement dated 1 December 2023 No. 5981. Clause 6.4(5) of Article 6 "Obligations and Rights of the Lender" of the Agreement shall be amended and shall read as follows: Clause 6.4. "The Lender shall have the right to unilaterally suspend further provision of Loan(s) and/or reduce the Overdraft Limit and/or cancel the Overdraft Limit and/or declare the entire debt immediately due and payable, and demand repayment of monetary obligations under this Agreement by the Borrower in any of the following cases: (5) in the event that collection orders, payment demands, enforcement orders are presented with respect to the Account and/or other accounts of the Borrower at the Bank and/or at other credit organisations, the funds kept there are seized, and/or transactions on the accounts are suspended by authorised state authorities, for an amount exceeding five (5) per cent of the Borrower's net assets;". Material terms of the previous transaction: Provision of an overdraft (loan/loans) by the Lender if there are insufficient or no funds in the Borrower's account to pay for settlement documents within the Overdraft Limit. Effective term of the Agreement: 5 years. Overdraft term: 365 days. Interest rate: floating interest rate calculated on the basis of the CBR Key Rate. Overdraft repayment: quarterly. Interest repayment: monthly.	The overdraft limit did not change with the conclusion of Supplementary Agreement No. 1 standing at RUB 15,000,000,000.00.[180]	Member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	Supervisory Board, Minutes dated 23 December 2024 No. 01/419-PR-NS, Notice dated 9 December 2024 No. DO01-PM/8
[Limited access to information] (Bank) Applicant / Payer: - PJSC ALROSA (Applicant 1 / Payer 1) and subsidiaries: - *[Limited access to information]*	Master Agreement for Issuing Uncovered Letters of Credit	The Agreement governs the general terms and procedures for the opening, amendment, and performance of Letters of Credit, the rights and obligations of the Parties arising from the Agreement, the opening, amendment, and performance of Letters of Credit, the procedure for settlements between the Parties under the Agreement, as well as the liability of the Parties for non-performance or improper performance of obligations under the Agreement. At the request of Applicant 1–16 / Payer 1–16, the Bank shall open Letters of Credit based on Letter of Credit Applications, subject to the agreement with the terms of the Letters of Credit specified in the Letter of Credit	The Limit for the Opening of Letters of Credit under the Agreement is set in the amount of RUB 20,000,000,000.00, specifically: - for PJSC ALROSA (Applicant 1 / Payer 1) –	*[Limited access to information]*, member of the Supervisory Board of the Company and member of the Supervisory Board of	Notice No. DO01-YuSH/17 dated 26 December 2024 No requirement to obtain consent (approval) for the performance of the

[180] VAT is not applicable; the amount is stated excluding interest accrued for the period of use

(Applicant 2 / Payer 2), - *[Limited access to information]* Company (Applicant 3 / Payer 3), - *[Limited access to information]* (Applicant 4 / Payer 4), - *[Limited access to information]* (Applicant 5 / Payer 5), - *[Limited access to information]* (Applicant 6 / Payer 6), - *[Limited access to information]* (Applicant 7 / Payer 7), - *[Limited access to information]* (Applicant 8 / Payer 8), - *[Limited access to information]* (Applicant 9 / Payer 9), - *[Limited access to information]* (Applicant 10 / Payer 10), - *[Limited access to information]* (Applicant 11 / Payer 11), - *[Limited access to information]* (Applicant 12 / Payer 12), - *[Limited access to information]* (Applicant 13 / Payer 13), - *[Limited access to information]*		Applications, and also if the conditions precedent are met, in the manner established by the Agreement, including Letters of Credit with a Discounting condition (subject to the Uniform Rules) / with Early Payment (governed by Regulations of the Central Bank of the Russian Federation No. 762-P), if the relevant conditions are provided for in the Letter of Credit Application. Applicant 1–16 / Payer 1–16 shall, in accordance with the procedures set forth in the Agreement, reimburse the Bank for payments made under the Letters of Credit, pay the Bank fees and commissions in amounts and within timeframes stipulated in the Agreement, and the applicable Tariff plan, as well as other charges due to the Bank, and reimburse expenses incurred in connection with the performance of Letters of Credit, Discounting, or Early Payment, including commissions and expenses of the Confirming Bank, the Nominated Bank, the Advising Bank / the Beneficiary's Bank, subject to the terms of the Agreement, the terms of the Letters of Credit, and international banking practices. The monetary obligations of each Applicant 1–16 / Payer 1–16 to the Bank under the Agreement shall be performed independently by the respective Applicant 1–16 / Payer 1–16 on whose request the Bank opened a Letter of Credit based on a Letter of Credit Application in the manner determined by the Agreement for each Applicant 1–16 / Payer 1–16, and the monetary obligations of Applicants 1–16 / Payers 1–16 to the Bank under the Agreement shall not be joint and several. Effective terms of the Letters of Credit: The opening, increase of the amount, and/or extension of the validity period of the Letter of Credit and/or the Payment Deferral period under the Letter of Credit within the framework of the Agreement may be carried out from the date the Agreement enters into force until 15 January 2032. The term of obligations under a Letter of Credit opened upon the request of Applicant 1 / Payer 1 shall not exceed 2,192 (two thousand one hundred and ninety-two) calendar days from the date of opening of the Letter of Credit, including the Payment Deferral period. The term of obligations under a Letter of Credit opened upon the request of Applicant 2–16 / Payer 2–16 shall not exceed 1,827 (one thousand eight hundred twenty-seven) calendar days from the date of opening of the Letter of Credit, including the Payment Deferral period. Currency of the Letter of Credit: the currency (Russian Rouble, Chinese Yuan, United States Dollar, Euro, or other currency agreed with the Bank) in which the Bank opens the Letter of Credit. Payment currency: Russian Rouble, Chinese Yuan, or other currency (excluding the United States Dollar and Euro) as agreed with the Bank, in accordance with the terms of the Letter of Credit. Security for the Applicant's / Payer's obligations: No security is provided for the performance of obligations by Applicant 1 / Payer 1 under the Agreement. Security for the performance of obligations by Applicants 2–16 / Payers 2–16 under the Agreement shall be provided by the guarantee of Applicant 1 / Payer 1, pursuant to a guarantee contract to be concluded between the Bank and Applicant 1 / Payer 1 in the form proposed by the Bank.	no more than RUB 20,000,000,000.00, - for *[Limited access to information]* (Applicant 2 / Payer 2) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 3 / Payer 3) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 4 / Payer 4) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 5 / Payer 5) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 6 / Payer 6) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 7 / Payer 7) no more than RUB 450,000,000.00, - for *[Limited access to information]* (Applicant 8 / Payer 8) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 9 / Payer 9) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 10 / Payer 10) – no more than RUB 2,000,000,000.00, - for *[Limited access to information]* (Applicant 11 / Payer 11) – no more than RUB 1,500,000,000.00, - for *[Limited access to information]* (Applicant 12 / Payer 12) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 13 / Payer 13) – no more than RUB 5,000,000,000.00,	*[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as parties to the transaction was 0%. Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and member of the Board of Directors of *[Limited access to information]* and *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation	transaction was received

(Applicant 14 / Payer 14), - *[Limited access to information]* (Applicant 15 / Payer 15), - *[Limited access to information]* (Applicant 16 / Payer 16)			- for *[Limited access to information]* (Applicant 14 / Payer 14) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 15 / Payer 15) – no more than RUB 5,000,000,000.00, - for *[Limited access to information]* (Applicant 16 / Payer 16) – no more than RUB 5,000,000,000.00, however: - the Limit for the Opening of Letters of Credit for PJSC ALROSA shall not exceed RUB 20,000,000,000.00 in aggregate; - for Applicant 2–16 / Payer 2–16, the Limit for the Opening of Letters of Credit shall not exceed RUB 5,000,000,000.00 in aggregate. The Limit for the Opening of Letters of Credit for each of Applicants 2–16 / Payers 2–16 shall be reduced taking into account any open and effective Letters of Credit.	interest of interested party Pavel Marinychev in the authorised capital of PJSC ALROSA and in that of the legal entities acting as parties to the transaction was 0%. Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as parties to the transaction was 0%. *[Limited access to information]* Member of the Executive	

				Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]*[181] According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as parties to the transaction was 0%. *[Limited access to information]* Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the	

[181] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

				transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as parties to the transaction was 0%. Member of the Executive Committee of the Company and member of the Board of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA was 0.0008079% and in that of the legal entities acting as parties to the transaction – 0%.	

				Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as parties to the transaction was 0%.	
[Limited access to information] (Bank) PJSC ALROSA (Surety) Beneficiary: - *[Limited access to information]* (Applicant 2 / Payer 2), - *[Limited access to information]* (Applicant 3 / Payer 3), - *[Limited access to information]*	Suretyship Agreement	The Surety shall assume responsibility to the Bank for the full performance by Applicants 2–16 / Payers 2–16 of their obligations under the Master Agreement for Issuing Uncovered Letters of Credit. The suretyship is valid through 15 January 2035.	The amount of the Surety's obligation to repay the principal – the Limit for the Opening of Letters of Credit – is RUB 5,000,000,000.	Member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty *[Limited access to information]* Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the	Notice No. DO01-YuSH/17 dated 26 December 2024 No requirement to obtain consent (approval) for the performance of the transaction was received

(Applicant 4 / Payer 4), - *[Limited access to information]* (Applicant 5 / Payer 5), - *[Limited access to information]* (Applicant 6 / Payer 6), - *[Limited access to information]* (Applicant 7 / Payer 7), - *[Limited access to information]* (Applicant 8 / Payer 8), - *[Limited access to information]* (Applicant 9 / Payer 9), - *[Limited access to information]* Gaz (Applicant 10 / Payer 10), - *[Limited access to information]* (Applicant 11 / Payer 11), - *[Limited access to information]* (Applicant 12 / Payer 12), - *[Limited access to information]* (Applicant 13 / Payer 13), - *[Limited access to information]* (Applicant 14 / Payer 14), - *[Limited access to information]* (Applicant 15 / Payer 15), - *[Limited access to information]*				Supervisory Board of the Company and member of the Board of Directors of *[Limited access to information]* Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]*[182] Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* *M*ember of the Executive Committee of the Company and member of the Board of Directors of	

[182] Dmitry Amelkin was removed from the Executive Committee of PJSC ALROSA on 4 September 2025

(Applicant 16 / Payer 16)				*[Limited access to information]* Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]*	
[Limited access to information] (Guarantor) PJSC ALROSA (Surety) Beneficiary: *[Limited access to information]* (Principal)	Supplementary Agreement No. 1 to the Suretyship Agreement dated 22 June 2018	Subject matter of the Supplementary Agreement: Extension of the guarantee issuance period until 31 December 2028 (inclusive), update of the covenants and the penalty amount stipulated in the Suretyship Agreement dated 22 June 2018. Material terms of the previous transaction: Pursuant to the Agreement, the Surety shall assume responsibility to the Bank for the full performance by the Principal of its obligations under the Master Guarantee Agreement dated 22 June 2018 between *[Limited access to information]* and *[Limited access to information]* Guarantee issuance period: from the date of the Master Guarantee Agreement (22 June 2018) to 31 December 2023 (inclusive).	The amount of the Surety's obligation to repay the principal – the limit for issuing bank guarantees – is RUB 5,000,000,000.	Member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty *[Limited access to information]* Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and member of the Board of Directors of *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of *[Limited access to information]*	Notice No. DO01-YuSH/4 dated 17 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

VTB Bank (PJSC) (Bank) PJSC ALROSA (Surety) Beneficiary: *[Limited access to information]* (Principal)	Supplementary Agreement No. 2 to the Suretyship Agreement dated 23 January 2017	Subject matter of the Supplementary Agreement: Extension of the guarantee issuance period until 31 December 2028 (inclusive), update of the covenants and the penalty amount stipulated in the Suretyship Agreement dated 23 January 2017. Material terms of the previous transaction: Pursuant to the Agreement, the Surety shall assume responsibility to the Bank for the full performance by the Principal of its obligations under the Master Guarantee Agreement dated 23 January 2017 between *[Limited access to information]* and *[Limited access to information]* . Guarantee issuance period under the Master Guarantee Agreement dated 23 January 2017: the period during which Guarantees may be issued under the Master Guarantee Agreement dated 23 January 2017.	The amount of the Surety's obligation to repay the principal – the limit for issuing bank guarantees – is RUB 800,000,000.	Member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty *[Limited access to information]*	Notice No. DO01-YuSH/5 dated 17 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Guarantor) PJSC ALROSA (Principal)	Supplementary Agreement No. 2 to the Master Guarantee Agreement dated 27 March 2018	Subject matter of the Supplementary Agreement: Amendment to the effective term of Guarantees (not exceeding 2,192 days with a limit of RUB 14 billion, and 8 years and 1 month with a limit of RUB 1 billion), update of the penalty amount stipulated in the Master Guarantee Agreement dated 27 March 2018. Link to the previously disclosed information:**http://www.edisclosure.ru/portal/company.aspx?id=199**.	Guarantee limit – RUB 15,000,000,000	Member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%	Notice No. DO01-YuSH/8 dated 31 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Bank) PJSC ALROSA (Surety)	Supplementary Agreement No. 5 to the Suretyship Agreement dated 13 June 2018	Subject matter of the Supplementary Agreement: Extension of the guarantee issuance period until 31 December 2029 (inclusive), update of the covenants and the penalty amount stipulated in the Suretyship Agreement dated 13 June 2018.	The amount of the Surety's obligation to repay the principal – the limit for issuing bank	Member of the Supervisory Board of the Company and member of the	Notice No. DO01-YuSH/17 dated 29 October 2025

Beneficiary: *[Limited access to information]* (Principal)		Material terms of the previous transaction: Pursuant to the Agreement, the Surety shall assume responsibility to the Bank for the full performance by the Principal of its obligations under the Master Guarantee Agreement dated 13 June 2018 between *[Limited access to information]* and *[Limited access to information]*. Guarantee issuance period under the Master Guarantee Agreement dated 13 June 2018: until 30 November 2025 (inclusive).	guarantees – is RUB 1,500,000,000.	Supervisory Board of the counterparty *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of *[Limited access to information]*	No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Buyer) PJSC ALROSA (Supplier)	Supplementary Agreement No. 7 to Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26 December 2022	Subject matter of the Supplementary Agreement: Extension of the effective term of Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26 December 2022 until 31 December 2026. Link to the previously disclosed information:**http://www.edisclosure.ru/portal/company.aspx?id=199**.	The price of Framework Polished Diamonds Supply Contract No. 2022/11/11557/50434409 dated 26 December 2022 remained unchanged with conclusion of Supplementary Agreement No. 7. The Contract price may not exceed the rouble equivalent of $100,000,000.00.[183]	Member of the Supervisory Board of the Company and member of the Supervisory Board of the counterparty *[Limited access to information]*	Notice No. 01-YuSH/39 dated 9 December 2025 No requirement to obtain consent (approval) for the performance of the transaction was received
[Limited access to information] (Bank) PJSC ALROSA (Client / Instructing Party / Applicant) Beneficiary (Applicants): - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]*	Master Limit Agreement for Uncovered Letters of Credit	The Agreement governs the terms and procedures for the interaction between the Bank and the Client regarding transactions involving uncovered letters of credit (hereinafter referred to as "Letters of Credit") – letters of credit not fully or partially secured by the Client's funds as of the date of opening – which are opened to secure settlements under civil law contracts and other transactions. The Agreement consists of two parts, which form an integral part thereof: the General Terms set out in the Appendix "General Terms" to the Agreement, and the Individual Terms, which establish the individual parameters of the Agreement agreed upon by the Parties. Purpose of the Limit for Opening Letters of Credit: settlements with the Applicant's counterparty(-ies) (hereinafter the "Beneficiary(-ies)") under the contract(s)/agreement(s) made as part of the Applicant's current and/or investing activities, and/or	The Limit for Opening Letters of Credit is RUB 9,500,000,000.00.	Chairman of the Supervisory Board of PJSC ALROSA and Chairman of the Supervisory Board of the counterparty *[Limited access to information]* Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory	Notice No. DO01-YuSH/2 dated 30 January 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

[183] The VAT rate is 0% based on subclause 6.1 of clause 1 of Article 164 of the Tax Code of the Russian Federation

- *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]*		securing the fulfillment of contractual obligations to the Applicant's counterparty(-ies) ("Beneficiary") under the contract(s)/agreement(s) made as part of the Applicant's current and/or investing activities. Maximum effective terms of Letters of Credit: Letter of Credit effective term: 60 (sixty) months. Beneficiary's deferral period: 365 (three hundred sixty-five) calendar days. Term of financing: 36 (thirty-six) months. Bank's deferral period for a Letter of Credit with the Bank's deferral: not provided Total deferral period under a Letter of Credit: not provided. Total term of a Letter of Credit: 60 (sixty) months. Grace period: not provided. Obligations of the Client: where the Applicant under the Letter of Credit is a company specified in clause 6.1 of Section 1 of the Individual Terms, the Client shall be jointly and severally liable with the Applicant to the Bank for the performance of all obligations arising from the issuance by the Bank of the Letter of Credit issued on the terms specified in the Application.		Board of the Company and member of the Boards of Directors of *[Limited access to information]* Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]*[184] Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of	

184 Dmitry Amelkin was removed from the Executive Committee of PJSC ALROSA on 4 September 2025

				[Limited access to information] Member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]*	
[Limited access to information] (Bank) PJSC ALROSA (Surety) Beneficiary (Borrower): *[Limited access to information]*	Suretyship Agreement	The Surety shall be liable to the Bank jointly and severally with the Borrower for the performance by the Borrower, *[Limited access to information]* (hereinafter referred to as the "Borrower" in the Agreement), of all obligations under the Master Credit Facility Agreement dated 7 May 2025 (hereinafter referred to as the "Main Agreement"), concluded between the Bank (also the Lender) and the Borrower. The Surety shall be liable to the extent and on the terms stipulated in the Agreement, regardless of any changes in the composition of security, the loss of any other security for the performance of the Borrower's obligations that existed at the time the suretyship was established, or the deterioration of the terms of such security under any circumstances. The Surety agrees to assume liability for the full performance of all obligations of the Borrower under the Main Agreement. The obligations secured by the Agreement include, but are not limited to: - the obligations to repay the principal (loan); - the obligations to pay interest on the loan and other charges under the Main Agreement; - the obligations to pay any penalties stipulated by the terms of the Main Agreement; - the obligations to reimburse the Bank’s court and other expenses related to the exercise of the rights under the Main Agreement and the Agreement; - the obligations to repay amounts received under the Main Agreement and interest for the use of another's funds calculated in accordance with Article 395 of the Civil Code of the Russian Federation, in the event that the Main Agreement and/or any supplementary agreement(s) thereto is/are invalid; - the obligations to repay unjust enrichment (in the amount of the loan principal under the Main Agreement) and interest for the use of another's funds calculated in accordance with Article 395 of the Civil Code of the Russian Federation, in the event that the Main Agreement and/or any supplementary agreement(s) thereto is/are declared not concluded, as well as in the event that the Main Agreement and/or any supplementary agreement(s) thereto is/are declared concluded by an unauthorised person (Article 183 of the Civil Code of the Russian Federation). The Surety shall not have the right to unilaterally withdraw from the obligations assumed under the Agreement or to amend its terms without the Bank's consent. Any agreement between the Surety and the Borrower regarding the Agreement shall not affect the Surety's obligations to the Bank under the Agreement.	The obligations secured by the Agreement include, but are not limited to, obligations to repay the principal (loan) within the limit of RUB 312,048,576.00, but not exceeding $3,233,664.00, obligations to pay interest on the loan at the agreed rate, obligations to pay the debt servicing fee, and other payments under the Main Agreement.	Chairman of the Supervisory Board of PJSC ALROSA and Chairman of the Supervisory Board of the counterparty *[Limited access to information]* Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and Chairman of the Board of Directors of *[Limited access to information]* Member of the Executive Committee of the Company and member of the Board of Directors of *[Limited access to information]*	Notice No. DO01-YuSH/6 dated 20 March 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

[Limited access to information] (Lender or Bank) PJSC ALROSA (Borrower)	Unconditionally Revocable Credit Line Agreement	Under the Agreement, the Lender shall open a Credit Line for the Borrower in the amount and on the terms specified in the Agreement, and the Borrower shall repay the Loans drawn under the Credit Line, pay interest, and fulfill other obligations stipulated by the Agreement. The Agreement does not impose any obligation on the Lender to issue a Loan. The Agreement governs the relationship regarding the provision of a Loan by the Lender to the Borrower and the repayment (return) of the Loan by the Borrower under the terms set out therein. The Agreement establishes the settlement procedure related to the provision and repayment (return) of the Loan. The Agreement establishes the procedure for the Parties' interaction regarding the Bank's control over the Loan provided in accordance with the Agreement. Purposes of the Credit Line: Loans shall be provided for financing the Borrower's financial and economic activities, depositing funds with the Bank, for the repayment of leasing payments, borrowings and loans to third parties that are residents of the Russian Federation, and for granting loans to Group companies that are residents of the Russian Federation, subject to compliance with the applicable Legislation. The use of credit funds for the specific purposes listed in the Agreement is not permitted. Credit Line term: End of the Credit Line Drawdown Period: 19 April 2030 inclusive. Final repayment date for the Principal under the Credit Line: 21 October 2030 inclusive. Debt limit under the Agreement: The Credit Line Limit (maximum concurrent debt under the Credit Line) is RUB 25,000,000,000.00 (twenty-five billion). Interest rate: Set as follows: - a fixed rate – no more than 30 (thirty) per cent per annum; or - a floating rate - the key rate of the Bank of Russia + no more than 7 (seven) per cent per annum.	The Credit Line Limit (maximum concurrent debt under the Credit Line) is RUB 25,000,000,000.00; the amount of interest calculated at the maximum interest rate threshold.	Deputy Chairman of the Supervisory Board of the Company, member of the Board of Directors of the counterparty *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%. Member of the Supervisory Board of the Company and member of the Board of Directors of the counterparty *[Limited access to information]* According to the information available to PJSC ALROSA, on the	Notice dated 5 September 2025 No. DO01-YuSH/10 No requirement to obtain consent (approval) for the performance of the transaction was received

				transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entity acting as a party to the transaction was 0%.	
[Limited access to information] (Bank) PJSC ALROSA (Customer) Beneficiary (Companies): - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]* - *[Limited access to information]*	Master Agreement on the Terms and Procedures for the Provision of Financial Services	The Master Agreement establishes the general terms and procedures under which the Bank, at the Customer's request, shall provide the following financial services involving banking products with a credit limit (hereinafter collectively referred to as "Banking Products" and individually as "Banking Product"): opening by the Bank, at the Customer's request, of uncovered letters of credit (hereinafter collectively referred to as "Letters of Credit," individually as "Letter of Credit"). The Banking Products specified in this clause may be issued at the Customer's request to settle or secure obligations of either the Customer itself or third parties (hereinafter the "Company(-ies)"). In the event that Banking Products are issued to settle or secure obligations of a Company, the Customer confirms that it is acting for and behalf of such Company. Pursuant to the Master Agreement, the Companies shall mean the following entities: - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* - *[Limited access to information],* Letter of Credit opening limit: The maximum amount of obligations assumed by the Bank for the provided Banking Products (hereinafter referred to as the "Credit Limit") on any day	The maximum amount of obligations assumed by the Bank for the provided Banking Products (hereinafter the "Credit Limit") on any day of the Credit Limit's validity period shall not exceed RUB 28,000,000,000.00.	Pavel Marinychev, CEO – Chairman of the Executive Committee, member of the Supervisory Board of the Company and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as the	Notice No. DO01-PM/9 dated 28 December 2024 No requirement to obtain consent (approval) for the performance of the transaction was received

- *[Limited access to information]* - *[Limited access to information]*		of the Credit Limit's validity period shall not exceed RUB 28,000,000,000.00 (twenty-eight billion). Validity period of the Credit Limit: from the date of the Master Agreement to 31 December 2031 (inclusive). The term of any Banking Product shall not exceed the validity period of the Credit Limit. Security for the Companies' obligations: The Customer guarantees that the payer's Application is legally valid and shall assume, jointly and severally with the Company, all payment obligations under the Master Agreement arising in connection with the opening of a Letter of Credit, regardless of the validity of the Company's instruction. Effective term of the Master Agreement: The Master Agreement shall enter into force from the date of its signing by the Parties and shall remain in effect until the Parties have fully discharged all their obligations, including the performance by the Customer of its payment obligations and the payment of penalties stipulated by this Master Agreement.		beneficiaries of the transaction was 0%. *Limited access to information]*, member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as the beneficiaries of the transaction was 0%. *[Limited access to information]*, member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access*	

				to information] [185] According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as the beneficiaries of the transaction was 0%. *[Limited access to information]*, member of the Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]*	

[185] The member of the Executive Committee of PJSC ALROSA *[Limited access to information]* was removed from the Executive Committee on 4 September 2025

				in the authorised capital of PJSC ALROSA and in that of the legal entities acting as the beneficiaries of the transaction was 0%. *[Limited access to information]*, member of the Executive Committee of the Company and member of the Board of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA was 0.0008079% and in that of the legal entities acting as the beneficiaries of the transaction was 0%. *[Limited access to information]*, member of the	

				Executive Committee of PJSC ALROSA and member of the Boards of Directors of *[Limited access to information]* According to the information available to PJSC ALROSA, on the transaction date the participation interest of interested party *[Limited access to information]* in the authorised capital of PJSC ALROSA and in that of the legal entities acting as the beneficiaries of the transaction was 0%.	
[Limited access to information] (Bank, Buyer) PJSC ALROSA (Seller)	Supplementary Agreement No. 4 to Supply Contract No. 4401029030 dated 20 June 2024	Extension of the effective term of Supply Contract No. 4401029030 dated 20 June 2024 until 31 December 2026. Link to the previously disclosed information:**http://www.edisclosure.ru/portal/company.aspx?id=199**.	The price of Supply Contract No. 4401029030 dated 20 June 2024 remained unchanged with conclusion of Supplementary Agreement No. 4. The maximum amount of contracts concluded under the Contract is RUB 1,323,000,000.00.	Member of the Supervisory Board of the Company and Chairman of the counterparty, member of the Supervisory Board of the counterparty *[Limited access to information]*	Notice No. 01-YuSH/40 dated 11 December 2025 No requirement to obtain consent (approval) for the performance of the transaction was received

II. Major transactions

In 2025, PJSC ALROSA did not conduct any transactions recognised as major in accordance with Federal Law No. 208-FZ “On Joint-Stock Companies” dated 26 December 1995 and no decisions on consent to conduct such transactions were made by PJSC ALROSA bodies.

Appendix 10. Report on compliance by PJSC ALROSA with the principles and recommendations of the Corporate Governance Code in 2025

This Report on compliance with the principles and recommendations of the Corporate Governance Code was reviewed by the Supervisory Board of PJSC ALROSA on 19 March 2026 (Minutes dated 20 March 2026 No. 01/447-PR-NS).

The Supervisory Board certifies that this Report provides complete and reliable information on compliance by the Company with the principles and recommendations of the Corporate Governance Code for 2025.

No.	Corporate governance principle	Criteria for assessment of compliance with the corporate governance principle	Compliance status	Reasons for non-compliance
1	2	3	4	5
1.1	**The company shall ensure equal and fair treatment of all shareholders in exercising their corporate governance rights.**			
1.1.1	The company ensures the most favourable conditions for its shareholders to participate in the general meeting, develop an informed position on agenda items of the general meeting, coordinate their actions, and voice their opinions on items considered.	1. The company provides accessible means of communication with the company, such as a hotline, an email or an online forum, to enable its shareholders to express their opinions and send questions about the agenda in preparation for the general meeting. The said means of communication were arranged by the company and provided to its shareholders in preparation for each general meeting held in the reporting period.	☐ Compliant	
1.1.2	The procedure for giving notice of, and providing relevant materials for, the general meeting enables shareholders to properly prepare for attending the general meeting.	1. In the reporting period, the notice of a general meeting of shareholders was posted (published) on the company's website at least 30 days before the date of the general meeting, unless a longer term is required by law. 2. The notice of the meeting specified the documents required for admission to the meeting venue. 3. Shareholders were given access to the information on who had proposed the agenda items and the nominees to the company's board of directors and revision commission (if the company's charter provides for its creation).	☐ Compliant	
1.1.3	In preparing for, and holding of, the general meeting, shareholders were able to receive information on the meeting and related materials, put questions to	1. In the reporting period, shareholders were given an opportunity to put questions to members of executive bodies and members	☐ Compliant	

	the company's executive bodies and the board of directors, and communicate with each other in an unobstructed and timely manner.	of the board of directors in advance of and during the general meeting. 2. The position of the board of directors (including dissenting opinions (if any) entered in the minutes) on each item on the agenda of general meetings held in the reporting period was included in the materials for the general meeting. 3. When holding general meetings in the reporting period, the company invariably provided access to the list of persons entitled to participate in the general meeting, starting from the date of its receipt by the company, to all shareholders having the respective right.		
1.1.4	Shareholders did not encounter unjustified difficulties in exercising their right to request that a general meeting be convened, to propose nominees to the company's governing bodies, and to make proposals for the agenda of the general meeting.	1. The company's charter establishes a period for shareholders to propose items for inclusion in the agenda of the annual general meeting – at least 60 days after the end of the relevant calendar year. 2. In the reporting period, the company did not reject any proposals for the agenda or nominees to the company's governing bodies due to misprints or other insignificant flaws in the shareholder's proposal.	☐ Compliant	
1.1.5	Each shareholder was able to freely exercise their voting right in the simplest and most convenient way.	1. The company's charter allows completing the electronic form of the ballot on the website specified in the notice of the general meeting of shareholders.	☐ Compliant	

1.1.6	The procedure established by the Company for holding a general meeting ensures an equal opportunity for all persons attending the meeting to voice their opinion and to ask the questions of interest to them.	1. When holding the general meetings of shareholders in the form of a meeting (joint attendance of shareholders) in the reporting period, sufficient time was provided for reports on agenda items and for discussions of such items, and shareholders were able to express their opinions and ask agenda-related questions of interest to them. 2. The company invited nominees to the company's governing and supervisory bodies and implemented all the necessary measures to cause their participation in the general meeting of shareholders, at which their nominations were put to a vote. The nominees for the management and supervisory bodies of the company present at the general meeting of shareholders were available to answer shareholders' questions. 3. The single-person executive body, the person responsible for keeping accounts, the chairman or other members of the audit committee of the board of directors were available to answer shareholders' questions at the general meetings of shareholders held in the reporting period. 4. In the reporting period, the company used telecommunications to provide remote access to its shareholders for their participation in general meetings or the board of directors made a reasoned decision that there was no need to use (no possibility of using) such telecommunications in the reporting period.	☐ Compliant	Pursuant to Resolution of the Government of the Russian Federation No. 220 dated 25 February 2025 "On the Determination of Criteria to Which a Joint Stock Company Must Conform for the Application of Provisions of the Federal Law 'On Joint Stock Companies' related to the Adoption of Decisions by the General Meeting of Shareholders of a Joint Stock Company, Taking into Account the Features Provided for in Article 36 of Federal Law of 26 December 2024 No. 494-FZ 'On Amending Certain Legislative Acts of the Russian Federation'", the annual General Meeting of Shareholders in the reporting period was conducted in the form of absentee voting. At the same time, in preparation for a general meeting of shareholders, the Company ensures the operation of other available means of communication with shareholders, by telephone and e-mail, as well as the Shareholder's Personal Account where shareholders can ask questions about the agenda items of the general meeting of shareholders and outline their position. Shareholders are also provided in advance with an opportunity to get acquainted with detailed materials (in Russian and English) on each agenda item, including explanatory notes, information on the nominees for the management and supervisory bodies, and other documents and materials.
1.2	**Shareholders are given equal and fair opportunities to participate in the profits of the company through dividends.**			
1.2.1	The company has developed and put in place a transparent and clear mechanism for determining the dividend amount and paying dividends.	1. The company's regulations on the dividend policy were approved by the board of directors and posted on the company's website. 2. If the dividend policy of a company preparing consolidated financial statements makes use of the metrics from the company's	☐ Compliant	

		financial statements to calculate dividends, the relevant provisions of the dividend policy shall take account of the consolidated financial statements. 3. The justification of the proposed distribution of net profits, including for payment of dividends and the company's own needs, and assessment of its compliance with the dividend policy adopted by the company, together with explanations and economic justification of the need to use a certain part of net profits for the company's own needs in the reporting period, were included in the materials for the general meeting of shareholders where the distribution of profits (including the payment (declaration) of dividends) was on the agenda.		
1.2.2	The company does not resolve to pay dividends if such resolution, although formally in compliance with the statutory restrictions, is economically unjustified and could create a misleading impression of the company's activities.	1. The company's Regulation on the Dividend Policy, in addition to the restrictions established by law, specifies the financial and economic circumstances under which the company shall not make the decision to pay dividends.	◻ Compliant	
1.2.3	The company does not allow for dividend rights of its existing shareholders to be impaired.	1. In the reporting period, the company did not take any actions that would lead to the impairment of the dividend rights of its existing shareholders.	◻ Compliant	
1.2.4	The company makes every effort to prevent its shareholders profiting from the company through any means other than dividends and liquidation value.	1. In the reporting period, no other means were used by the persons controlling the company to receive profit (gain) at the expense of the company other than dividends (for example, through transfer pricing, unjustified provision of overpriced services by the controlling person to the company, internal loans to the controlling person and/or its controlled parties replacing dividends).	◻ Compliant	
1.3	**The corporate governance system and practices ensure equal conditions for all shareholders owning the same type (class) of shares, including minority and non-resident shareholders, and their equal treatment by the company.**			
1.3.1	The company has created conditions for fair treatment of each shareholder by the company's governing and control bodies, including conditions that rule out any abuse by major shareholders against minority shareholders.	1. In the reporting period, the persons controlling the company did not abuse their rights with respect to the company's shareholders, there were no conflicts between the company's controlling persons	◻ Compliant	

		and the company's shareholders, while the board of directors paid due attention to the conflicts, if any.		
1.3.2	The company does not take any actions that lead or may lead to artificial redistribution of corporate control.	1. No quasi-treasury shares were issued or used to vote in the reporting period.	◻ Compliant	
1.4	**Shareholders are provided with reliable and efficient means of recording their rights to shares and are able to freely dispose of their shares without any hindrance.**			
1.4	Shareholders are provided with reliable and efficient means of recording their rights to shares and are able to freely dispose of their shares without any hindrance.	1. The technologies used by the company's registrar and the terms and conditions of its services meet the needs of the company and its shareholders, ensure the recording of rights to shares and the exercise of shareholders' rights in the most effective way.	◻ Compliant	
2.1	**The board of directors carries out the strategic management of the company, determines the key principles of, and approaches to, setting up a corporate risk management and internal controls system, oversees the activities of the company's executive bodies, and performs other key functions.**			
2.1.1	The board of directors is responsible for appointing and dismissing executive bodies, including due to improper performance of their duties. The board of directors also ensures that the company's executive bodies act in accordance with the company's approved development strategy and core lines of business.	1. The board of directors has the authority stipulated in the charter to appoint and remove members of executive bodies and to set out the terms and conditions of their contracts. 2. In the reporting period, the nomination (appointments, human resources) committee considered whether the professional qualifications, skills and experience of the members of the executive bodies comply with the company's current and expected needs as determined by the company's approved strategy. 3. In the reporting period, the board of directors considered the report(s) of the single-person executive body and the collegial executive body (if any) on implementation of the company's strategy.	◻ Compliant	
2.1.2	The board of directors sets key long-term targets for the company, assesses and approves its key performance indicators and key business goals, as well as the strategy and business plans for the company's core lines of business.	1. In the reporting period, the board of directors reviewed at its meetings matters related to the progress in the implementation of the strategy and its updates, approval of the company's financial and business plan (budget), and consideration of the implementation criteria and performance (including interim criteria and performance) of the company's strategy and business plans.	◻ Compliant	

2.1.3	The board of directors determines the principles of, and approaches to, setting up a risk management and internal controls system in the company.	1. The principles of and approaches to creating the risk management and internal controls system in the company are determined by the board of directors and set out in the company's internal documents shaping the risk management and internal controls policy. 2. In the reporting period, the board of directors approved (revised) the acceptable level of risk (risk appetite) for the company or the audit committee and/or the risk committee (if any) considered the feasibility of submitting the issue of revising the company's risk appetite for consideration to the board of directors.	☐ Compliant	
2.1.4	The board of directors determines the company's policy on remuneration payable to, and/or reimbursement (compensation) of expenses incurred by, directors, executive bodies and other key executives of the company.	1. The company has developed, approved (by the board of directors), and implemented a policy (policies) on remuneration and compensation (reimbursement) of costs incurred by its board members, members of executive bodies, and other key managers. 2. In the reporting period, the board of directors discussed matters related to such policy (policies).	☐ Compliant	
2.1.5	The board of directors plays a key role in preventing, identifying and resolving internal conflicts between the company's bodies, shareholders and employees.	1. The board of directors plays a key role in preventing, detecting and resolving internal conflicts. 2. The company has developed a system for identifying transactions involving a conflict of interest, and a system of measures aimed at resolving such conflicts.	☐ Compliant	
2.1.6	The board of directors plays a key role in ensuring that the company is transparent, discloses its information fully and in a timely fashion, and provides its shareholders with unhindered access to the company's documents.	1. The company's internal documents specify the persons responsible for the implementation of the information policy.	☐ Compliant	
2.1.7	The board of directors controls the company's corporate governance practices and plays a key role in its significant corporate events.	1. In the reporting period, the board of directors reviewed the results of the self-assessment and/or external assessment of the company's corporate governance practice.	☐ Compliant	
2.2	**The board of directors is accountable to the company's shareholders.**			
2.2.1	Information about the performance of the board of directors is disclosed and made available to	1. The company's annual report for the reporting period covers information on the	☐ Compliant	

	shareholders.	attendance at meetings of the board of directors and its committees by each board member. 2. The annual report contains key results of the board of directors' performance assessment (self-assessment) in the reporting period.		
2.2.2	The chairman of the board of directors is available to communicate with the company's shareholders.	1. The company has in place a transparent procedure enabling its shareholders to forward questions, and receive feedback thereon, to the chairman of the board of directors (or to the senior independent director, where applicable).	☐ Compliant	
2.3	**The board of directors manages the company in an efficient and professional manner and is capable of making fair and independent judgments and adopting resolutions in the best interests of the company and its shareholders.**			
2.3.1	Only persons of impeccable business and personal reputation who have the knowledge, expertise and experience required to make decisions within the remit of the board of directors and essential to performing its functions in an efficient way are elected to the board of directors.	1. In the reporting period, the board of directors (or its nomination committee) assessed nominees to the board of directors for required experience, expertise, business reputation, absence of conflicts of interest, etc.	☐ Compliant	
2.3.2	The company's directors are elected via a transparent procedure that enables shareholders to obtain information on nominees sufficient to judge on their personal and professional qualities.	1. In all cases when a general meeting of shareholders involving the election of the board of directors was held in the reporting period, the company invariably provided its shareholders with biographical information on all of the nominees for the board of directors, the results of their assessment by the board of directors (or the nomination committee) for compliance of their professional qualifications, experience and skills with the company's current and expected needs, information on their conformance with the independence criteria set forth in recommendations 102–107 of the Code, and information on the written consent of the nominees to their election to the board of directors.	☐ Compliant	
2.3.3	The board of directors has a balanced membership, including in terms of directors' qualifications, experience, expertise and business skills, and has the trust of shareholders.	1. In the reporting period, the board of directors reviewed its requirements as to professional qualifications, experience and business skills and determined the competencies necessary for the board of directors in the short and long term.	☐ Compliant	

2.3.4	The company has a sufficient number of directors to organise the board of directors' activities in the most efficient way, including the ability to set up committees of the board of directors and enable the company's significant minority shareholders to elect a nominee to the board of directors for whom they vote.	1. In the reporting period, the board of directors considered whether the number of directors met the company's needs and shareholders' interests.	☐ Compliant	
2.4	**The board of directors includes a sufficient number of independent directors.**			
2.4.1	An independent director should mean any person who has the required professional skills and expertise and is sufficiently able to have his/her own position and make objective and bona fide judgments, free from the influence of the company's executive bodies, any individual group of its shareholders or other stakeholders. It should be noted that a nominee (elected director) who is related to the company, its significant shareholder, significant counterparty or competitor, or is related to the government, may not be considered as independent under normal circumstances.	1. In the reporting period, all independent members of the board of directors met all independence criteria specified in recommendations 102–107 of the Code or were recognized as independent by the decision of the board of directors.	☐ Compliant	
2.4.2	The company should evaluate compliance of nominees for the board of directors with independence criteria and review compliance of independent directors with independence criteria on a regular basis. In such assessment, substance should prevail over form.	1. In the reporting period, the board of directors (or its nomination committee) formed an opinion on the independence of each nominee for the board of directors and provided shareholders with the relevant statement. 2. During the reporting period, the board of directors (or its nomination committee) reviewed the independence of the current board members at least once (after their election). 3. The company has developed procedures defining the actions to be taken by directors if they cease to be independent, including the obligation to notify in a timely fashion the board of directors thereof.	☐ Compliant	
2.4.3	Independent directors make up at least one third of elected directors.	1. Independent directors make up at least one third of directors.	☐ Partially compliant	The Company's annual General Meeting of Shareholders (20 May 2025) elected three independent directors. This practice complies with the Listing Rules of the Moscow Exchange. Taking into account the number of members of the Supervisory Board (15

				members), shareholders are recommended to elect at least five independent directors. The insufficient number of independent directors is due to the fact that the elected members of the Supervisory Board do not have directors who meet the independence criteria. The Company has a limited opportunity to influence the composition of candidates for the Supervisory Board nominated by the Russian Federation and the Republic of Sakha (Yakutia). Currently, due to sanctions restrictions, other shareholders and owners of free float are unable to make proposals on candidates, including for independent directors. Until 2022, the number of independent directors on the Supervisory Board was five. The Company (Supervisory Board, HR and Remuneration Committee of the Supervisory Board and executive bodies) annually works with shareholders, including the Russian Federation and the Republic of Sakha (Yakutia), when nominating candidates for the Supervisory Board, to ensure that more independent directors are nominated to the Supervisory Board for election to the Supervisory Board at a General Meeting of Shareholders. In 2020, the Supervisory Board approved a Regulation on Supervisory Board Succession (Minutes No. 01/312-PR-NS dated 6 May 2020), pursuant to which: - the principles of succession include the intention of the Company and its shareholders that independent directors constitute up to one third of the elected members of the Supervisory Board (clause 2.2); - the HR and Remuneration Committee makes sure that the Supervisory Board's needs for additional competencies are identified (including through the annual performance assessment of the

				Supervisory Board and its Committees), and that the candidates are assessed in accordance with the requirements and principles of the Regulation and provides recommendations to the Supervisory Board for corporate decisions (approval of the list of candidates and recommendations to shareholders for voting at a meeting to elect Supervisory Board members) (clause 4.1). In order to mitigate potential risks of decision-making by the Supervisory Board without the participation of the recommended number of independent directors, key decisions are made on the recommendation of the Committees of the Supervisory Board. The Audit Committee consists entirely of independent directors, the HR and Remuneration Committee consists of the majority of independent directors, and the Chairman is an independent director. The Company also elected a senior independent director consolidating the opinions of independent directors. The senior independent director has extensive experience in the mining industry, is a recognised leader and respected manager. To the extent authorised, the Company intends to form a Supervisory Board in 2026 based on the results of the annual General Meeting of Shareholders with the recommended number of independent directors elected.
2.4.4	Independent directors play a key role in preventing internal conflicts in the company and in ensuring that the company performs material corporate actions.	1. In the reporting period, independent directors (who did not have any conflicts of interest) conducted a preliminary assessment of material corporate actions implying a potential conflict of interest and submitted the results to the board of directors.	☐ Compliant	No material corporate actions were performed in the reporting period.
2.5	**The chairman of the board of directors ensures that the board of directors discharges its duties in the most efficient way.**			
2.5.1	An independent director was elected as chairman of the board of directors, or a senior independent	1. The chairman of the board of directors is an independent director, or a senior	☐ Compliant	Of the two alternative approaches allowed by this principle, the Company

	director was appointed from among the elected independent directors to coordinate the work of independent directors and to interact with the chairman of the board of directors.	independent director has been identified among independent directors. 2. The role, rights and duties of the chairman of the board of directors (and, if applicable, of the senior independent director) are duly set out in the company's internal documents.		implemented the appointment of a senior independent director from among the independent directors. In the Company's opinion, the choice of this approach most closely corresponds to the structure of the Company's share capital.
2.5.2	The chairman of the board of directors maintains a constructive environment at meetings, enables free discussion of agenda items, and supervises the execution of resolutions passed by the board of directors.	1. In the reporting period, the performance of the chairman of the board of directors was assessed as part of the procedure for assessing (self-assessing) the performance of the board of directors.	□ Compliant	
2.5.3	The chairman of the board of directors takes all steps necessary for timely provision of directors with the information required to pass resolutions on agenda items.	1. The company's internal documents set out the duty of the chairman of the board of directors to take all steps necessary for timely provision of directors with the materials regarding items on the agenda of a board meeting.	□ Compliant	
2.6	**Directors act reasonably and in good faith in the best interests of the company and its shareholders, on a fully informed basis and with due care and diligence.**			
2.6.1	Directors pass resolutions on a fully informed basis, with no conflict of interest, subject to equal treatment of the company's shareholders, and assuming normal business risks.	1. As per the company's internal documents, a board member shall notify the board of directors of any conflict of interest on any agenda item of the board or committee meeting prior to discussing such item. 2. The company's internal documents stipulate that a board member shall refrain from voting on any item, in relation to which he/she has a conflict of interest. 3. The company has in place a procedure enabling the board of directors to get professional advice on matters within its remit at the expense of the company.	□ Compliant	
2.6.2	The rights and duties of directors are clearly stated and formalized in the company's internal documents.	1. The company has adopted and published an internal document that clearly defines the rights and duties of directors.	□ Compliant	
2.6.3	Directors have sufficient time to perform their duties.	1. Individual attendance at meetings of the board of directors and its committees, as well as the sufficiency of time to sit on the board of directors, including its committees, was analysed as part the procedure for assessment (self-assessment) of the board of directors' performance in the reporting period. 2. In accordance with the company's internal	□ Compliant	

		documents, directors should notify the board of directors of their intentions to be elected to governing bodies of other entities (apart from the entities controlled by the company), and of their election to such bodies.		
2.6.4	All directors have equal access to the company's documents and information. Newly elected members of the board of directors are furnished with sufficient information about the company and the performance of the board of directors as soon as possible.	1. As per the company's internal documents, board members are entitled to obtain information and documents needed for performing their duties relating to the company and its controlled entities, while the company's executive bodies shall make sure that the relevant information and documents are made available. 2. The company implements a formalised orientation programme for newly elected members of the board of directors.	☐ Compliant	
2.7	**Meetings of the board of directors, preparation for such meetings, and participation of directors ensure efficient performance by the board of directors.**			
2.7.1	Meetings of the board of directors are held as needed, taking into account the scale of the company's business and its goals at a particular time.	1. The board of directors held at least six meetings in the reporting year.	☐ Compliant	
2.7.2	The company's internal regulations set out a procedure for arranging and holding meetings of the board of directors, enabling members of the board of directors to properly prepare for such meetings.	1. The company has approved an internal document that establishes the procedure for preparing for and holding board meetings and stipulates, among other things, that a notice of the meeting shall normally be sent at least five days before the date of such meeting. 2. In the reporting period, the members of the board of directors who were absent from the venue of the meeting of the board of directors were given the opportunity to participate in the discussion of the agenda items and to vote remotely, through tele- and videoconferencing.	☐ Compliant	
2.7.3	The board meeting form should be determined with due account of importance of its agenda items. The most important matters are dealt with at meetings of the board of directors held in person.	1. The charter or an internal document of the company stipulates that the most important issues (including those listed in recommendation 168 of the Code) must be considered at in-person meetings.	☐ Compliant	
2.7.4	Decisions on the most important issues relating to the company's business are made at a meeting of the board of directors by a qualified majority vote or by a majority vote of all elected board members.	1. The company's charter stipulates that decisions on the most important issues, including those listed in recommendation 170 of the Code, must be made at a meeting of	☐ Compliant	

		the board of directors by a qualified majority of at least three fourths of votes or by the majority of votes of all elected members of the board of directors.		
2.8	**The board of directors sets up committees for preliminary consideration of the most important matters related to the company's operations.**			
2.8.1	An audit committee comprising independent directors is set up to review matters related to controlling the company's financial and business activities.	1. The board of directors has set up an audit committee comprised solely of independent directors. 2. The company's internal documents determine the audit committee's duties, including those listed in recommendation 172 of the Code. 3. At least one member of the audit committee who is an independent director possesses the experience and expertise in the preparation, analysis, assessment, and audit of the accounting (financial) statements. 4. In the reporting period, meetings of the audit committee were held at least once a quarter.	□ Compliant	
2.8.2	For preliminary consideration of matters related to adopting an efficient and transparent remuneration scheme, a remuneration committee is set up, comprising independent directors and headed by an independent director who is not the chairman of the board of directors.	1. The board of directors has set up a remuneration committee consisting of independent directors only. 2. The chairman of the remuneration committee is an independent director who is not the chairman of the board of directors. 3. The company's internal documents determine the remuneration committee's duties, including those listed in recommendation 180 of the Code, as well as the conditions (events) when the remuneration committee considers the issue of revising the Company's policy on remuneration of the members of the board of directors, the executive bodies and other key management personnel.	□ Partially compliant	With respect to clause 1: For proper performance of its functions, the HR and Remuneration Committee consists of four people. All existing independent directors (three) on the Supervisory Board and one non-executive director who is not the Chairman of the Board of Directors have been elected to the HR and Remuneration Committee. The Chairman of the Committee is an independent director. This practice complies with the Listing Rules of the Moscow Exchange. All members of the Supervisory Board, including independent directors, unanimously voted for the election of a non-executive director to the Committee, which attests to the recognition by the Supervisory Board that the non-executive director has ample professional experience, the necessary competencies and ability to make a significant contribution to the work of the Committee, and that, even though the non-executive director does not meet the formal

				independence criteria, this does not affect the non-executive director's ability to make independent and objective judgments not influenced by the Company, certain groups of shareholders or other stakeholders. In addition, an annual self-assessment of the performance of the HR and Remuneration Committee is carried out and its results make it possible to conclude that the composition of the HR and Remuneration Committee is balanced in terms of professional competencies, experience and business skills, which is recognised as sufficient for the effective performance by the Committee of its functions. In the reporting period, the results of the external assessment of the HR and Remuneration Committee's activities were reviewed. The findings confirmed the professionalism, experience, and independence in decision-making of the non-executive director serving on the Committee. In order to mitigate the risks linked to the decision-making of the Committee comprising three independent directors and one non-executive director, the Regulations on HR and Remuneration Committee specify that a majority vote from the Committee members is necessary for all decisions (recommendations). The vote of the Chairman of the Committee, who is an independent director, shall be decisive if the vote is equal. The Committee includes the senior independent director. The senior independent director has extensive experience in the mining industry, is a recognised leader and experienced in managing large companies. The Company, within its existing authority, plans to form a Committee in 2026 with the election of the recommended number of independent directors.
2.8.3	For preliminary consideration of matters related to	1. A nomination committee made up primarily	☐ Compliant	The duties of the nomination committee are

	talent management (succession planning), professional composition and efficiency of the board of directors, a nomination (appointments, HR) committee is set up, predominantly comprising independent directors.	of independent directors has been set up by the board of directors (or its duties, as stipulated by recommendation 186 of the Code, are performed by another committee). 2. The company's internal documents determine the duties of the nomination committee (or another committee with combined functions), including those listed in recommendation 186 of the Code. 3. To form the board of directors that best meets the company's goals and objectives, in the reporting period the nomination committee, either independently or together with other committees of the board of directors, or the company's division responsible for interaction with its shareholders organised interaction with shareholders, not limited to major shareholders, in the context of selecting candidates for the company's board of directors.		performed by the HR and Remuneration Committee.
2.8.4	Taking into account the company's scale of business and level of risks, the company's board of directors has made sure that the composition of its committees is fully in line with the company's business goals. Additional committees have been either set up or not deemed necessary (strategy committee, corporate governance committee, ethics committee, risk management committee, budget committee, health, safety and environment committee, etc.).	1. In the reporting period, the company's board of directors considered whether the board of directors' structure is appropriate for the scope, nature, business goals, needs, and risk profile of the company. Additional committees were either set up or deemed unnecessary.	☐ Compliant	
2.8.5	The composition of the committees has been determined in such a way that it allows a comprehensive discussion of issues being considered on a preliminary basis with due account of differing opinions.	1. The audit committee, the remuneration committee, and the nomination committee (or the relevant committee with shared functions) were chaired by independent directors in the reporting period. 2. The company's internal documents (policies) include provisions stipulating that persons who are not members of the audit committee, the nomination committee, or a relevant committee with combined functions), and the remuneration committee may attend committee meetings only by invitation of the chairman of the respective committee.	☐ Compliant	

2.8.6	Committee chairmen inform the board of directors and its chairman on the performance of their committees on a regular basis.	1. In the reporting period, committee chairmen reported to the board of directors on the performance of committees on a regular basis.	□ Compliant	
2.9	**The board of directors ensures the performance assessment of the board of directors, its committees and members of the board of directors.**			
2.9.1	The board of directors' performance assessment is aimed at determining the efficiency of the board of directors, its committees and members, consistency of their work with the company's growth requirements, as well as at bolstering the work of the board of directors and identifying areas for improvement.	1. The company's internal documents define procedures for assessment (self-assessment) of the board of directors' performance. 2. Assessment (self-assessment) of the board of directors' performance carried out in the reporting period included performance assessment of committees, individual members of the board of directors, and the board of directors in general. 3. The results of the assessment (self-assessment) of the quality of the board of directors' work performed during the reporting period were considered at an in-person meeting of the board of directors.	□ Partially compliant	With respect to clause 3: In 2021, the results of the performance self-assessment were considered by the Supervisory Board at an in-person meeting (Minutes No. 01/332-PR-NS dated 28 April 2021). In 2025, the results of the external assessment of the Supervisory Board were reviewed in absentia, pursuant to a decision by the Chairman of the Supervisory Board. The Supervisory Board meeting was held in absentia because the assessment materials had been sent for preliminary review to the members of the Supervisory Board (more than 7 working days in advance), and it was possible to hold separate meetings with the members of the Supervisory Board to discuss the results of the external assessment, provide them with detailed information, and prepare proposals and plans for future work to improve the practices of the Supervisory Board and the Committees. The Company believes that the selected format for reviewing assessment reports is more effective, taking into account the specific composition of the Supervisory Board. The Company considers holding an in-person discussion of the report with certain individual Board members as a measure to mitigate the risk of the Supervisory Board adopting ineffective decisions during absentee voting. Furthermore, each member of the Supervisory Board had the opportunity to submit a dissenting opinion on this matter, which would be appended to the minutes. Taking into account the schedule of the Chairman of the Supervisory Board, the

				Company plans to consider the results of the assessment of the Supervisory Board in 2026 at a face-to-face meeting.
2.9.2	Performance of the board of directors, its committees and members shall be assessed regularly at least once a year. An external advisor is engaged at least once in three years to conduct an independent assessment of the board of directors' performance.	1. The Company engaged an external advisor to conduct an independent assessment of the board of directors' performance at least once over the last three reporting periods.	☐ Compliant	
3.1	**The company's corporate secretary ensures efficient ongoing interaction with shareholders, coordinates the company's efforts to protect shareholder rights and interests, and supports efficient performance of the board of directors.**			
3.1.1	The Corporate Secretary has knowledge, experience, and qualifications sufficient to perform his/her duties, an impeccable reputation, and enjoys the trust of the shareholders.	1. The biographical background of the corporate secretary (including age, education, qualifications and experience), as well as information on positions in management bodies of other legal entities that the corporate secretary has held for at least the past five years are published on the corporate website and in the company's annual report.	☐ Compliant	
3.1.2	The corporate secretary is sufficiently independent of the company's executive bodies and has the powers and resources required to perform the corporate secretary's tasks.	1. The company has adopted and published an internal document – regulations on the corporate secretary. 2. The board of directors approves the appointment, dismissal, and additional remuneration of the corporate secretary. 3. The company's internal documents stipulate the right of the corporate secretary to request and receive the company's documents and information from the management bodies, structural divisions and officials of the company.	☐ Compliant	
4.1	**Remuneration payable by the company shall be sufficient to attract, motivate, and retain people with competencies and qualifications required by the company. Remuneration payable to directors, executive bodies and other key executives of the company is in compliance with the approved remuneration policy of the company.**			
4.1.1	The amount of remuneration paid by the company to members of the board of directors, executive bodies, and other key executives shall create sufficient incentives for them to work efficiently while enabling the company to engage and retain competent and qualified specialists. At the same time, the company avoids unnecessarily high remuneration, as well as unjustifiably large gaps between the remuneration of the above persons and	1. Remuneration of directors, executive bodies and other key executives of the company is determined based on the results of the comparative analysis of the level of remuneration in comparable companies.	☐ Compliant	

	that of the company's employees.			
4.1.2	The company's remuneration policy shall be devised by the remuneration committee and approved by the board of directors. The board of directors, assisted by the remuneration committee, ensures control over the introduction and implementation of the company's remuneration policy, revising and amending it as required.	1. During the reporting period, the remuneration committee reviewed the remuneration policy (policies) and/or the practical aspects of its (their) introduction, evaluated their efficiency and transparency, and presented relevant recommendations to the board of directors with regard to its (their) revision as required.	☐ Compliant	
4.1.3	The company's remuneration policy includes transparent mechanisms for determining the amount of remuneration due to directors, executive bodies and other key executives of the company, and regulates all types of expenses, benefits and privileges provided to such persons.	1. The company's remuneration policy (policies) includes (include) transparent mechanisms for determining the amount of remuneration due to directors, executive bodies and other key executives of the company, and regulates (regulate) all types of expenses, benefits and privileges provided to such persons.	☐ Compliant	
4.1.4	The company shall define a policy on reimbursement (compensation) of expenses detailing a list of reimbursable expenses and specifying service levels that members of the board of directors, executive bodies, and other key executives of the company can claim. Such policy may be part of the company's remuneration policy.	1. The remuneration policy (policies) or other internal documents of the company define the rules for reimbursement of expenses incurred by directors, executive bodies and other key executives of the company.	☐ Compliant	
4.2	**The remuneration system for the members of the board of directors ensures alignment of financial interests of directors with the long-term financial interests of shareholders.**			
4.2.1	The company shall pay fixed annual remuneration to members of the board of directors. The company shall not pay remuneration for attending particular meetings of the board of directors or its committees. The company does not use any form of short-term incentives or additional financial incentives in respect of the members of the board of directors.	1. During the reporting period, the company paid remuneration to members of the board of directors in line with the remuneration policy adopted by the company. 2. In the reporting period, the company did not apply short-term incentives or additional financial incentives that depend on the company's results (performance indicators) to the board members. The company did not pay remuneration for attending particular meetings of the board of directors or its committees.	☐ Compliant	
4.2.2	Long-term ownership of shares in the Company contributes most to aligning the financial interests of the Board members with the long-term interests of the Company's shareholders. At the same time, the company does not link the right to dispose of shares to performance targets, and directors do not	1. If the company's internal document(s) – the remuneration policy (policies) – stipulates (stipulate) the allocation of the company's shares to the members of the board of directors, clear rules of share ownership by the board members shall be defined and	☐ Compliant	The Company's internal documents do not stipulate the allocation of Company shares to members of the Supervisory Board.

	participate in stock option plans.	disclosed to promote long-term ownership of such shares.		
4.2.3	The company does not provide for any extra payments or compensations in the event of early termination of directors' tenure resulting from a change of control or any other reasons.	1. The company does not provide for any extra payments or compensations in the event of early termination of directors' tenure resulting from a change of control or any other reasons.	□ Compliant	
4.3	**The company considers its performance and the personal contribution of each executive to the achievement of such performance when determining the amount of remuneration payable to members of the executive bodies and other key executives of the company.**			
4.3.1	Remuneration of the members of the executive bodies and other key management personnel of the Company is defined in such a way that it ensures a reasonable and justified ratio between the fixed and variable part of the remuneration, depending on the Company's performance and the employee's personal (individual) contribution to the final result.	1. In the reporting period, annual performance indicators approved by the board of directors were used to determine the amount of the variable part of remuneration due to members of executive bodies and other key executives of the company. 2. During the most recent assessment of the remuneration system for members of the company's executive bodies and other key managers, the board of directors (the remuneration committee) made sure that the company uses the right combination of fixed and variable portions of remuneration. 3. When determining the amount of remuneration to be paid to members of the executive bodies and other key executives of the company, the risks borne by the company are taken into account to avoid incentives to make high-risk management decisions.	□ Compliant	
4.3.2	The company has introduced a long-term incentive program for members of the executive bodies and other key executives of the company using the company's shares (options or other derivatives with the company's shares as the underlying asset).	1. If the company has introduced a long-term incentive programme for members of the company's executive bodies and other key managers involving the company's shares (financial instruments based on the company's shares), the programme stipulates that the right to sell such shares and other financial instruments shall not arise earlier than three years after they have been granted. The right to dispose of such shares or other financial instruments is linked to the company's performance targets.	□ Compliant	
4.3.3	The amount of the severance pay (golden parachute) payable by the company in the event of early termination of office to members of the executive bodies or key executives on the initiative	1. In the reporting period, the amount of the severance pay (golden parachute) payable by the company in the event of early termination of office to members of the	□ Compliant	

	of the company, provided that there have been no bad faith actions on the part of these persons, should not exceed two times the fixed portion of their annual remuneration.	executive bodies or key executives on the initiative of the company, provided that there have been no bad faith actions on the part of these persons, did not exceed two times the fixed portion of their annual remuneration.		
5.1	**The company has in place an effective risk management and internal controls system providing reasonable assurance in the achievement of the company's goals.**			
5.1.1	The company's board of directors has determined the principles of, and approaches to, setting up a risk management and internal controls system at the company.	1. The functions of different governing bodies and business units of the company in the risk management and internal controls system are clearly defined in the company's internal documents/relevant policy approved by the board of directors.	◻ Compliant	
5.1.2	The company's executive bodies ensure establishment and continuous operation of an efficient risk management and internal controls system at the company.	1. The company's executive bodies ensured the distribution of functions, powers and responsibility related to risk management and internal controls between the heads (managers) of business units and departments accountable to them.	◻ Compliant	
5.1.3	The company's risk management and internal controls system ensures an objective, fair and clear view of the current state and future prospects of the company, the integrity and transparency of the company's reporting, as well as reasonable and acceptable risk exposure.	1. The company has an approved anti-corruption policy. 2. The company has established a safe, confidential and accessible way (a hotline) to inform the board of directors or the audit committee of the board of directors of any violations of legislation, internal procedures or the code of ethics of the company.	◻ Compliant	
5.1.4	The board of directors of the company takes the required measures to ascertain that the risk management and internal controls system of the company conforms to the principles of, and approaches to, its organization defined by the board of directors and operates efficiently.	1. During the reporting period, the board of directors (audit committee and/or risk committee, if any) arranged an assessment of the reliability and effectiveness of the risk management and internal controls system. 2. In the reporting period, the board of directors considered the results of assessing the reliability and effectiveness of the company's risk management and internal controls system. The results of this assessment are included in the company's annual report.	◻ Compliant	
5.2	**The company performs internal audits for regular independent assessment of the reliability and effectiveness of its risk management and internal controls system, as well as corporate governance practices.**			
5.2.1	The company has set up a separate business unit or engaged an independent external organisation to carry out internal audits. Functional and	1. To conduct an internal audit, the company has established a separate internal audit unit that is functionally accountable to the board	◻ Compliant	

	administrative reporting lines of the internal audit unit are delineated. The internal audit unit functionally reports to the board of directors.	of directors, or engaged an independent third party on the same accountability principle.		
5.2.2	The internal audit unit evaluates the reliability and effectiveness of the risk management and internal controls system, carries out an assessment of corporate governance, and applies generally accepted standards of internal audit.	1. During the reporting period, an internal audit was held to assess the reliability and effectiveness of the risk management and internal controls system. 2. In the reporting period, as part of internal audit, the practice (individual practices) of corporate governance was (were) assessed, including procedures for exchanging information (including on internal controls and risk management issues) at all levels of the company's management, as well as stakeholder engagement procedures.	□ Compliant	
6.1	**The company and its operations are transparent to its shareholders, investors and other stakeholders.**			
6.1.1	The company has developed and implemented an information policy ensuring efficient exchange of information between the company, its shareholders, investors and other stakeholders.	1. The company's board of directors approved the information policy developed in accordance with the recommendations of the Code. 2. In the reporting period, the board of directors (or one of its committees) considered the efficiency of the exchange of information between the company, its shareholders, investors and other stakeholders and the advisability (necessity) of revising the company's information policy.	□ Compliant	
6.1.2	The company discloses information on its corporate governance system and practices, including detailed information on compliance with the principles and recommendations of the Code.	1. The company discloses information on its corporate governance system and general corporate governance principles adopted by the company, including disclosures on the company's website. 2. The company discloses information on the composition of its executive bodies and the board of directors, independence of the board members, and their membership of the committees of the board of directors (as defined in the Code). 3. If there is a person controlling the company, the company publishes the memorandum of the controlling person setting out this person's plans related to the corporate governance at the company.	□ Partially compliant	Clause 2 partially complied with: PJSC ALROSA consistently disclosed information on the composition of its executive bodies and the Supervisory Board, independence of the members of the Board of Directors and their membership of the Committees until 2022. In 2025, the Company decided to disclose information regarding the composition of the Supervisory Board, its Chairman and Deputy Chairmen, the composition of its Committees and their Chairmen, and the independent directors. In the reporting year, in accordance with Government Resolution No. 1102 dated 4 July 2023, and in order to mitigate the risk of negative effects resulting from hostile

				actions by foreign states and organisations, the Company did not disclose information regarding the composition of the Executive Committee. At the same time, information regarding the single-person executive body of the Company continues to be disclosed. To mitigate the potential risks associated with the non-disclosure of the Executive Committee's composition, the Company provides this information to state authorities, counterparties, shareholders, and investors, while simultaneously implementing protective measures for such data and ensuring clear identification of the recipients. The above non-compliance with the criterion is limited in time, and the Company intends to restore compliance with this criterion, as was the case before 2022, after the external circumstances affecting the possibility of sanctions risks being realised change and the legislative instruments of the Russian Federation aimed at reducing sanctions risk are repealed.
6.2	**The company makes timely disclosures of complete, up-to-date and reliable information about the company to enable shareholders and investors to make informed decisions.**			
6.2.1	The company discloses information following the principles of regularity, consistency and timeliness, as well as accessibility, accuracy, completeness and comparability of the disclosed data.	1. The company has established a procedure to coordinate the operations of all company units and employees involved in disclosures or whose activities may result in the need for disclosures. 2. If the company's securities are traded on foreign regulated markets, the disclosure of material information in the Russian Federation and on such markets takes place simultaneously and in an equivalent manner during the reporting year. 3. If foreign shareholders hold a significant amount of the company's shares, the relevant information was disclosed in the reporting period both in the Russian language and in one of the most widely used foreign languages.	◻ Partially compliant	With respect to clause 3: PJSC ALROSA consistently disclosed information in Russian and English until 2022. In 2025, the Company disclosed information on key corporate events in English, in particular materials for the annual General Meeting of Shareholders, the Annual Report, the Sustainability Report, and the consolidated financial statements. No material facts were disclosed in English in the reporting year. According to the Company, the disclosure of the above reporting documents is sufficient for shareholders and investors to make informed investment decisions. The Company has also created a

				mechanism allowing any shareholder to make a request in any language by telephone, e-mail or through the Shareholder's Personal Account. The Company provides information upon request, while taking measures to protect such information and clearly identifying the recipients of information. The Company will resume the practice of disclosing material facts in English starting in 2026.
6.2.2	The company avoids using a formalistic approach to information disclosure; it discloses material information on its activities, even if the disclosure of this information is not required by law.	1. The company's information policy defines the approaches to disclosing information about other events (actions) that have a material effect on the value or quotation of its securities not required to be disclosed by law. 2. The company discloses information on the company's capital structure in its annual report and on the company's website in accordance with recommendation 290 of the Code. 3. The company discloses information on its controlled entities that are material to the company, including on the key areas of their activities, mechanisms for ensuring accountability of controlled entities, and the authority of the company's board of directors to determine the strategy and assess performance of controlled entities. 4. The company discloses its non-financial report – a sustainability report, an environmental report, a corporate social responsibility report or another report containing non-financial information, including information on the factors related to the environment (including environmental and climate change factors), the company (social factors) and corporate governance, except for the report of the issuer of securities and the annual report of a joint stock company.	◻ Partially compliant	With respect to clause 3: PJSC ALROSA consistently disclosed information on controlled legal entities that are material to it until 2022. Pursuant to the legislative instruments of the Russian Federation aimed at reducing sanctions risks, the information on controlled legal entities being material to the Company was excluded from public access on the Company's corporate website to minimise sanctions risks. In order to mitigate potential risks from the non-disclosure of information on controlled entities of material importance, the Company provides this information at the request of state authorities, counterparties, shareholders, investors, with simultaneous adoption of measures to protect such information and clear identification of recipients of information. The corporate structure of ALROSA Group is characterised by the fact that most of the business is carried out through the Company, with the subsidiaries' share of business being insignificant. The above non-compliance with the criterion is limited in time, and the Company intends to restore compliance with this criterion, as was the case before 2022, after the external circumstances affecting the possibility of sanctions risks being realised change and the legislative instruments of the Russian Federation

				aimed at reducing sanctions risk are repealed.
6.2.3	The company's annual report, as one of the most important tools of its information exchange with shareholders and other stakeholders, contains information enabling assessment of the company's annual performance results.	1. The company's annual report contains information on the outcomes of the audit committee's assessment of the efficiency of the external and internal audit process. 2. The company's annual report contains information on the company's environmental and social policy.	☐ Compliant	
6.3	**The company provides information and documents requested by its shareholders in accordance with the principles of equal and unhindered access.**			
6.3.1	Shareholders can exercise their right of access to the company's documents and information without unjustified difficulties.	1. The company's information policy (internal documents setting forth the information policy) provides for a non-onerous procedure for granting access to the company's information and documents as requested by shareholders. 2. The information policy (internal documents determining the information policy) contains provisions stipulating that if a shareholder requests information on the entities controlled by the company, the company shall make the necessary efforts to obtain such information from the relevant entities controlled by the company.	☐ Compliant	
6.3.2	When providing information to shareholders, the company ensures reasonable balance between the interests of particular shareholders and its own interests consisting in preserving the confidentiality of important commercial information which may materially affect its competitive edge.	1. In the reporting period, the company did not refuse any shareholder requests for information, or, if it did, such refusals were well-reasoned. 2. In cases defined by the information policy, shareholders are warned of the confidential nature of the information and undertake to maintain its confidentiality.	☐ Compliant	
7.1	**Any actions which will or may materially affect the Company's share capital structure and its financial position and, accordingly, the position of its shareholders (major corporate actions) are taken on fair terms and conditions ensuring the observance of the rights and interests of the shareholders as well as other stakeholders.**			
7.1.1	Material corporate actions shall be deemed to include reorganisation of the company, acquisition of 30 or more per cent of its voting shares (takeover), entry by the company into any material transactions, an increase or a decrease in its share capital, listing and delisting of its shares, and other actions which might result in material changes in the rights of its shareholders or violation of their interests. The company's charter provides for a list	1. The company's charter provides for a list (criteria) of transactions or other actions classified as material corporate actions. Resolutions on material corporate actions are referred by the company's charter to the competence of the board of directors. When the performance of such corporate actions is expressly referred by law to the remit of the general meeting of shareholders, the board	☐ Compliant	

	(criteria) of transactions or other actions classified as material corporate actions, and these actions are referred to the remit of the company's board of directors.	of directors makes relevant recommendations to shareholders.		
7.1.2	The board of directors plays a key role in passing resolutions or making recommendations on material corporate actions, relying on the opinions of the company's independent directors.	1. The company has in place a procedure enabling independent directors to express their opinions on material corporate actions prior to approval thereof.	□ Compliant	
7.1.3	When taking any material corporate actions which would affect the rights or legitimate interests of the company's shareholders, equal terms and conditions should be ensured for all shareholders; if statutory mechanisms designed to protect shareholder rights prove to be insufficient for that purpose, additional measures should be taken with a view to protect the rights and legitimate interests of the company's shareholders. In such instances, the company should seek not only to comply with the formal requirements of law but should also be guided by the principles of corporate governance set out in the Code.	1. Taking into account the specifics of the company's operations, the company's charter refers approval of transactions other than those stipulated by law and deemed material for the company to the board of directors. 2. In the reporting period, all material corporate actions were subject to a pre-approval procedure.	□ Compliant	
7.2	**The company takes material corporate actions in such a way as to ensure that shareholders receive in a timely manner complete information about such actions, allowing them to influence such actions and guaranteeing adequate protection of their rights when taking such actions.**			
7.2.1	Information about material corporate actions is disclosed with explanations of the grounds, circumstances and consequences.	1. If the company took material corporate actions during the reporting period, the company disclosed timely and detailed information on such actions, including the reasons for, and conditions of, taking such actions and their consequences for shareholders.	□ Compliant	No material corporate actions were performed in the reporting period.
7.2.2	Rules and procedures related to material corporate actions taken by the company are set out in the company's internal documents.	1. The company's internal documents provide for the cases and procedure for engaging an independent appraiser to determine the value of the property disposed of or acquired under a major transaction or an interested-party transaction. 2. The company's internal documents set forth the procedure for engaging an appraiser for evaluation of the company's shares to be acquired or redeemed. 3. If a member of the board of directors, the single-person executive body, a member of the collegial executive body of the company or a controlling person of the company or a	□ Compliant	

		person entitled to give mandatory instructions to the company have no formal interest in the company's transactions but have a conflict of interest or other actual interest, the company's internal documents stipulate that such persons do not take part in the voting to approve such transactions.		

Appendix 11. Report of the Revision Commission

REPORT
of the Revision Commission on the results of the audit of the financial and economic activities of PJSC ALROSA for 2025 (including individual indicators of the financial and economic activities of the ALROSA Group)

Moscow March 23, 2026

The Revision Commission of PJSC ALROSA, elected by the Annual General Meeting of Shareholders of PJSC ALROSA on 20 May 2025, conducted an audit of the financial and economic activities of PJSC ALROSA (hereinafter referred to as the Company) for 2025.

The audit was conducted on the basis of Federal Law No. 208-FZ “On Joint-Stock Companies” dated 26 December 1995 and in accordance with the accounting and reporting rules in force in the Russian Federation.

The audit was conducted in accordance with the Revision Commission's Programme for Conducting an Audit of the Financial and Economic Activities of PJSC ALROSA:

1. Analysis and audit of the financial and economic activities of PJSC ALROSA and annual financial statements for 2025.
2. Analysis of the implementation of key production indicators, planned economic indicators, including analysis of actually achieved financial indicators.
3. Verification of net profit expenditure.
4. Verification of the procedure for calculating the amounts, as well as the correctness of the calculation, accrual and transfer of dividends of PJSC ALROSA.
5. Analysis of the results of the sales policy of PJSC ALROSA in the domestic and foreign markets in 2025.
6. Analysis of the results of the implementation of the key performance indicators system of PJSC ALROSA and top management, as well as the link between the implementation of approved KPIs and the remuneration of members of the Supervisory Board and management of PJSC ALROSA.
7. Analysis of information on the progress of the investment program of PJSC ALROSA.
8. Analysis of procurement activities of PJSC ALROSA for 2025.
9. Analysis of compliance by PJSC ALROSA with orders from regulatory authorities (the Federal Tax Service of Russia, the Prosecutor General's Office of the Russian Federation, Rostekhnadzor, and Rosprirodnadzor).
10. Verification of compliance with the directives of the Government of the Russian Federation.
11. Verification of the implementation by PJSC ALROSA of the recommendations reflected in the previous Report of the Revision Commission (Section 12 of the Report of the Company's Revision Commission for 2024).

During the audit, the Revision Commission reviewed and analysed the following documents submitted by the Company:

1. Draft Annual Report of PJSC ALROSA (hereinafter referred to as the Company) for 2025.
2. Auditor's report on the accounting (financial) statements for 2025.
3. Order on accounting policy for 2025 for accounting purposes (on electronic media), order on accounting policy for 2025 for tax purposes (on electronic media).
4. Accounting (financial) statements of the Company for 2025:
   - balance sheet with a mark from the tax office;
   - financial performance report;
   - statement of changes in equity;
   - cash flow statement;
   - explanatory note to the financial statements;
   - profit and loss statement.
5. Report on the payment of taxes, fees and other mandatory payments of the Company for 2024-2025.
6. Information on accrued and paid dividends in 2025.
7. Certificate of elimination of deficiencies identified by the previous audit.
8. Table "Analysis of PJSC ALROSA performance indicators for 2025".
9. Results of the Company's sales policy in the domestic and foreign markets in 2025.

10. Summary information on the Company's import/export of rough and polished diamonds (in physical and monetary terms), including export under agency agreements.
11. ALROSA Group diamond mining report for 2024-2025 (by enterprises, mining and processing plants, and deposits).
12. Diamond production report according to the Unified State Register of Diamonds for the ALROSA Group for 2024-2025 according to the OKPD 14.50.21.120 and OKPD 14.50.22.110 nomenclature (monthly breakdown, by licensee, in carats and US dollars).
13. Analytical report on procurement for 2025.
14. Consolidated budget of labour costs for the Company for 2024–2025 broken down by structural divisions (breakdown of headcount, payroll, and wages).
15. Results of the implementation of the key performance indicators system of PJSC ALROSA and top management, as well as the linkage between the implementation of approved KPIs and the remuneration of members of the Supervisory Board and management of PJSC ALROSA.
16. Report on the implementation of the investment program of PJSC ALROSA for 2025
17. Information on the compliance of PJSC ALROSA with the orders of regulatory authorities (the Federal Tax Service of Russia, the Prosecutor General's Office of the Russian Federation, and others).
18. Information on the implementation by PJSC ALROSA of the directives of the Government of the Russian Federation for 2025.

General information

Joint Stock Company ALROSA (Public Joint Stock Company), abbreviated as PJSC ALROSA (hereinafter referred to as the Company), is a public joint stock company and operates on the basis of the Articles of Association, laws and other regulatory legal acts of the Russian Federation and the Republic of Sakha (Yakutia).

Location of the Company: 6 Lenin Street, Mirny, Republic of Sakha (Yakutia), Russian Federation.

The main objective of the Company's activities is to generate profit and ensure the interests of its shareholders, to achieve which the Company carries out the following activities: development of diamond deposits, including diamond mining, processing and sale of diamonds (in processed and unprocessed form), as well as the production and sale of any types of products made from natural diamonds (both for industrial and technical purposes and for consumer purposes), development of deposits of other minerals, mining and enrichment of iron ores and ores of other metals by open and underground methods, marketing (sale) of minerals, enriched ores and metals, as well as other activities covering environmental, investment, social, legal, scientific and technical areas of activity.

Annual accounting (financial) statements

Accounting in the Company is conducted in accordance with the requirements of regulatory legal acts governing the maintenance of accounting records and the preparation of reports in the Russian Federation and the Republic of Sakha (Yakutia), and the Accounting Policy of the Company.

The accounting (financial) statements for 2025 have been prepared in accordance with the provisions of the Federal Law N 402-FZ "On Accounting" dated 6 December 2011, the Regulation on accounting and financial reporting in the Russian Federation, approved by the order of the Ministry of Finance of Russia No. 34n dated July 29, 1998, the order of the Ministry of Finance of Russia dated No. 66n "On the forms of accounting statements of organizations" dated 2 July 2010 and other regulatory acts.

Based on the results of the accounting (financial) statements for 2025:

The book value of the Company's assets increased by RUB 17,811 mln (+2.5%) primarily due to an increase in financial investments (+RUB 68,646 mln) and an increase in the value of inventories (+RUB 6,007 mln) with a decrease in the amount of cash and cash equivalents (-RUB 39,685.6 mln), the value of fixed assets (-RUB 11,231.6 mln), including unfinished capital investments (-RUB 9,912.1 mln).

Since 2024, the amount of shareholders' equity has increased by RUB 29,965.3 mln (+7.8%) from RUB 384,124.5 mln to RUB 414,089.8 mln. The increase in shareholders' equity is due to the increase in retained earnings from RUB 329,692.2 mln to RUB 359,648.1 mln (+9.1%), amounting to net profit for 2025 of RUB 29,955.9 mln.

An increase in the value of the Company's net assets is noted: at the beginning of the analysed period they amounted to RUB 384,704 mln, and at the end of the period they reached RUB 414,572 mln (+7.8%), which is due to an increase in the amount of short-term deposits.

Compared to the same figure as of 31 December 2024 (RUB 209,544 mln), long-term and short-term debt decreased by RUB 2,943 mln (-1.4%) in RUB terms, reaching RUB 206,601 mln as of 31

December 2025. In 2025, a realignment occurred between long-term and short-term debt, with the share of long-term debt decreasing from 72% to 53%.

As of 31 December 2025, accounts payable amounted to RUB 19,997 mln, which is RUB 9,446 mln (-32.1%) less than the figure as of 31 December 2024 (RUB 29,443 mln).

Revenue from sales of products, works, and services of PJSC ALROSA for 2025, compared to the 2024 figure, increased slightly by RUB 1,755 mln (+0.9%) and amounted to RUB 194,034 mln.

The cost of sold products, works, and services, taking into account commercial and administrative expenses, for 2025 amounted to RUB 181,170 mln, with an increase of RUB 17,224 mln or 10.5% compared to 2024 (RUB 163,946 mln).

The key factor driving the increase in the cost of goods, works, and services sold in 2025 by RUB 26,566.9 million, or 19.9% compared to 2024, was the increase in sales volumes of core products. This indicator was also impacted by rising production costs due to inflation and changes in the production profile of individual fields, offset by the impact of cost optimisation measures.

Commercial expenses in 2025 amounted to RUB 3,310 mln, which is 3.9 times less than the 2024 figure (RUB 13,016 mln), which is due to:

- cancellation from 1 January 2025 of the export duty introduced in 2024;
- reduction of marketing costs.

A slight increase in management expenses by RUB 363 mln or +2.1% was achieved as a result of increased costs of services (work) from third-party suppliers due to inflation.

Profit before tax for 2025 amounted to RUB 34,831 mln, which is 2.6 times higher than the figure for 2024 (RUB 13,471 mln).

The increase in profit before tax was also influenced by the result of the transaction to sell the Company's shares in the authorized capital of Angolan enterprises.

Net profit for 2025 amounted to RUB 29,956 mln, which is 3.6 times higher than the 2024 figure (RUB 8,317 mln).

In the 2025 reporting year, the Company's taxes, fees, and other mandatory payments paid to budgets at all levels amounted to RUB 15,476 mln, which is RUB 2,742 mln (+22%) more than the taxes and payments paid in 2024 (RUB 12,734 mln).

Distribution of net profit and payment of dividends

Retained earnings of previous years as of 31 December 2025 amounted to RUB 359,648.1 mln, with an increase of RUB 29,955.9 mln (RUB 329,692.2 mln) as of 31 December 2024, due to net profit based on the results of operations for 2025.

According to RAS, the Company's net profit for 2024 amounted to RUB 8,317.1 mln, which was fully distributed to pay dividends for the first half of 2024.

On May 20, 2025, the annual general meeting of shareholders of PJSC ALROSA decided not to pay (not to declare) dividends based on the results of 2024.

Taking into account interim dividends declared (paid) based on the results of the first half of 2024 in the amount of RUB 18,338.8 mln, the total amount of dividend payments for 2024 amounted to RUB 18,338.8 mln, or RUB 2.49 per one ordinary share of PJSC ALROSA with a par value of RUB 0.5.

Based on the distribution of the Company's net profit for 2024, the Company has RUB 329,692.2 bln of retained earnings remaining.

The general meeting of shareholders, at which the issue of profit distribution for 2025 should be considered, has not been held as of the reporting date.

Results of production activities

The average headcount of the Company's employees for 2025 was 20,084 people, a decrease of 1,234 compared to 2024, as a result of the temporary suspension of operations at low-profit fields (Verkhne- Munskoye field) and the conservation of production assets, changes in the volume of work of infrastructure and service assets, as well as optimisation measures for the rational use of resources in the face of deteriorating market conditions.

In 2025, the average monthly salary of PJSC ALROSA employees increased by 5.4% compared to the previous year and amounted to RUB 217.8 thousand per month.

In 2025, the Company's overall payroll fund amounted to RUB 52,480 mln, a 0.7% decrease compared to the previous year. The indexation of employee wages from 1 July 2024, by 8.06% (full-year effect) and from 1 July 2025, by 5.1% (a cumulative increase of 7% (y-o-y)), was offset by a 5.8[186] (y-o-y) decrease in headcount and the effect of personnel cost reduction measures (including managers, specialists and administrative staff).

[186] Adjustments to the 2025 production programme - suspension of operations at low-profit fields

Conclusions of the Revision Commission based on the results of the audit of the financial and economic activities of PJSC ALROSA for 2025

The Revision Commission notes that the Company's accounting (financial) statements for 2025 have been prepared in full, using the forms required by the Company's Accounting Policy. During the audit of the accounting (financial) statements, no violations of the established accounting procedures or the preparation of accounting (financial) statements that could have a material impact on the Company's financial results were identified.

The reliability of the financial statements for 2025 is confirmed by the audit report of Limited Liability Company FBK dated February 26, 2025.

The Company's annual report for 2025 has been prepared in accordance with the current legislation of the Russian Federation.

The Revision Commission, as a result of the analysis of documents submitted by PJSC ALROSA and audits conducted using a sample method, confirms the accuracy of the data contained in the Company's annual report and the Company's annual accounting (financial) statements for 2025. No violations of the legal acts of the Russian Federation in the financial and economic activities of PJSC ALROSA for 2025 were identified.

The Revision Commission considers it possible to recommend to the annual General Meeting of Shareholders of the Company to approve the Annual Report and Annual Accounting (Financial) Statements of PJSC ALROSA based on the results of 2025.

In 2025, the Revision Commission did not send any requests to convene meetings of the Supervisory Board or an extraordinary General Meeting of Shareholders of PJSC ALROSA.

Chairman of the Revision Commission	**signature**	**full name**
Members of the Revision Commission	**signature**	**full name**
	signature	**full name**
	signature	**full name**
	signature	**full name**

Appendix 12. Pending court proceedings

As at 31 December 2025, 38 pending cases (where judgments have not taken legal effect) for debt recovery in the amount of RUB 1,612,341,981.03 where the Company acted as the plaintiff were being considered in arbitration courts and general jurisdiction courts of various instances.

As at 31 December 2025, 21 pending cases (where judgments have not taken legal effect) for debt recovery in the amount of RUB 841,046,132.15 where the Company acted as the defendant were being considered in arbitration courts and general jurisdiction courts of various instances.

Appendix 13. Government support

Information on the subsidies provided, their purpose, and the use of funds as at the end of 2025

Brief description of the project / subsidies	Current status	Use of funds as at the end of the reporting period, RUB mln
PJSC ALROSA		
Provision of subsidies from the state budget of the Republic of Sakha (Yakutia) to an employer participating in the regional programme to increase the mobility of labour resources	The funds were received and used in full	0.3
Provision of subsidies by the Social Insurance Fund of the Russian Federation in 2022 from the budget of the Social Insurance Fund of the Russian Federation to legal entities, including non-profit organisations, and individual entrepreneurs to stimulate employment of certain categories of people	The funds were received and used in full	147.2
Subsidiaries and associates		
Provision of subsidies to reimburse lost earnings due to establishment of preferential rates for utilities services	The subsidies were used in full. A total of RUB 1,212.2 mln in budget funds was received, including RUB 6.4 mln in 2024	1,212.2
Subsidies to finance preventive measures (injury prevention)	The funds were received and used in full	0.5
Provision of subsidies by the Social Insurance Fund of the Russian Federation in 2022 from the budget of the Social Insurance Fund of the Russian Federation to legal entities, including non-profit organisations, and individual entrepreneurs to stimulate employment of certain categories of people	The funds were received and used in full	0.2
Subsidies to finance preventive measures (injury prevention)	The funds were received and used in full	4.4
Provision of subsidies from the state budget of the Republic of Sakha (Yakutia) to reimburse part of the costs associated with the construction of gas supply and gasification facilities in the Republic of Sakha (Yakutia)	The funds were received and used in full	0.01
Provision of subsidies by the Social Fund of Russia (SFR), Regional Branch for the Republic of Sakha (Yakutia), for costs incurred in financing preventive measures against occupational injuries	The subsidies are targeted in nature. The funds were received from the budget and used in full	0.21
Provision of subsidies from the federal budget to reimburse lost earnings from air transportation of passengers at a special rate (Federal Air Transport Agency)	The subsidies are not targeted. The funds were received from the budget and used in full to finance current operations. The amount of the subsidy received was RUB 242.13 mln	242.13

Provision of subsidies by the Social Insurance Fund of the Russian Federation from the budget of the Social Insurance Fund of the Russian Federation to legal entities, including non-profit organisations, and individual entrepreneurs to stimulate employment of certain categories of people	The subsidies are targeted in nature. The funds were received from the budget and used in full	4.39
Provision [of subsidies] from the state budget of the Republic of Sakha (Yakutia) to finance (reimburse) the costs associated with state regulation of rates for air passenger transportation along socially important routes of the Republic of Sakha (Yakutia) (Ministry of Transportation and Roads of the Republic of Sakha (Yakutia))	The subsidies are not targeted. The funds were received from the budget and used in full to finance current operations	32.56
Subsidies to reimburse lost earnings as a result of reducing prices (rates) for electricity (capacity) to the regulated baseline prices (rates) for electricity (capacity) planned for the next period in the Far Eastern Federal District in 2025	The funds were received and used in full	23.62
Targeted financing of preventive measures (occupational injury prevention) from the budget of the Regional Branch of the Social Fund of Russia for the Republic of Sakha (Yakutia)	The funds were received and used in full	0.22
Provision of subsidies by the Social Fund of Russia (SFR), Regional Branch for the Republic of Sakha (Yakutia), for costs incurred in financing preventive measures against occupational injuries	The funds were received and used in full	0.6
Provision of subsidies by the Social Fund of Russia (SFR), Regional Branch for the Republic of Sakha (Yakutia), for costs incurred in financing preventive measures against occupational injuries	The funds were received and used in full	0.5
Provision of subsidies by the Social Fund of Russia (SFR), Regional Branch for the Republic of Sakha (Yakutia), for costs incurred in financing preventive measures against occupational injuries	The subsidies are targeted in nature. The funds were received and used in full	0.96
Subsidies to reimburse lost earnings as a result of reducing prices (rates) for electricity (capacity) to the regulated baseline prices (rates) for electricity (capacity) planned for the next period	The funds were received and used in full in the amount of RUB 3,006.46 mln	3,006.46

Subsidies for preventive measures to reduce occupational injuries and professional diseases among employees, as well as for sanatorium and resort treatment of employees engaged in work involving harmful and hazardous production factors	The funds were received and used in full	0.24
Provision of subsidies to finance expenses related to the provision of support to employees hired from another constituent entity of the Russian Federation	The subsidies were provided in the amount of RUB 2.0 mln	1.678
A subsidy was received for a comprehensive project to create a high-tech system for recycled water treatment at the processing plant with recycling of waste into marketable products	During the reporting year 2025, the work stipulated by the Comprehensive Project Implementation Schedule was completed in full	90.00
A subsidy to reimburse part of costs related to transportation of non-resource non-energy products. The result of subsidy provision was the development export potential in 2025 through transportation of products	The funds were received and used in full	4.837

Appendix 14. Information on the meetings of the Supervisory Board and its Committees

Meetings of the Supervisory Board

Decision-making body, minutes details	Agenda item, No.	Decisions
Supervisory Board (17 February 2025), Minutes dated 18 February 2025 No. 01/422-PR-NS	1. Approval of gratuitous transactions	To approve the gratuitous transactions on the material terms pursuant to Appendix No. 1-1 to the Minutes
	2. Report on the Progress of the Programme to Divest Non-Core Assets of PJSC ALROSA in Q4 2024	To take into account the Report on the Progress of the Programme to Divest Non-Core Assets of PJSC ALROSA in Q4 2024
Supervisory Board (21 February 2025), Minutes dated 24 February 2025 No. 01/423-PR-NS	1. Approval of the Programme of Exchange-Traded Bonds of Series 002R	To approve the Programme of Exchange-Traded Bonds of Series 002R of PJSC ALROSA under which non-convertible book-entry exchange-traded bonds held in collective safe custody may be placed by public subscription pursuant to Appendix No. 1-1 to the Minutes (hereinafter, the Programme of Exchange-Traded Bonds), with the following parameters: - the maximum sum of par values of exchange-traded bonds placed under the Programme of Exchange-Traded Bonds shall be RUB 200,000,000,000.00 (two hundred billion) inclusive, or an equivalent amount in a foreign currency calculated at the Bank of Russia's exchange rate on the date PJSC ALROSA signs the resolution on the issuance of securities; - the maximum maturity term for exchange-traded bonds placed under the Programme of Exchange-Traded Bonds shall be 3,640 (three thousand six hundred and forty) days inclusive, calculated from the date of commencement of the placement of a bond issue under the Programme; - the validity period of the Programme of Exchange-Traded Bonds shall be indefinite; - no security shall be provided for the performance of obligations under the exchange-traded bonds placed under the Programme of Exchange-Traded Bonds; - early repayment (including partial early repayment) of exchange-traded bonds placed under the Programme of Exchange-Traded Bonds shall be permitted at the discretion of PJSC ALROSA
	2. Approval of the Securities Prospectus	To approve the Securities Prospectus of PJSC ALROSA with respect to non-convertible book-entry exchange-traded bonds held in collective safe custody under the Programme of Exchange-Traded Bonds of Series 002R, pursuant to Appendix No. 2-1 to the Minutes
	3. Approval of new versions of internal documents	1. To approve and bring into effect from 1 March 2025 the new version of the Regulations on HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA, as set out in Appendix No. 3-1 to the Minutes 2. To approve and bring into effect from 1 March 2025 the new version of the Regulations on the Audit Committee of the Supervisory Board of PJSC ALROSA, as set out in Appendix No. 3-2 to the Minutes 3. To approve and bring into effect from 1 March 2025 the new version of the Regulations on Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA, as set out in Appendix No. 3-3 to the Minutes
	4. Compliance with regulations of the Government of the Russian Federation	To instruct Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA, to ensure that: 1) PJSC ALROSA (hereinafter, the Company) conducts regular monitoring of the regulations of the Russian Government listed in Appendix No. 4-1 to the Minutes; 2) within three months of the entry into force of amendments to Rules No. 1502, the Company and its subsidiaries align their internal documents governing the procedures for the development and approval of investment programmes and development plans with the Rules (develop or update in compliance with the Rules) approved by Government Resolution No. 1502 dated 27 December 2016 (hereinafter, Rules No. 1502); 3) within three months of the entry into force of amendments to Methodology No. 894-r, the Company and its subsidiaries align their internal documents governing the identification and disposal of non-core assets with (develop or update in

		compliance with) the Methodological Recommendations approved by Government Resolution No. 894-r dated 10 May 2017 (hereinafter, Methodology No. 894-r); 4) within three months of the entry into force of amendments to Methodology No. 1388-r, the Company and its subsidiaries (where more than 50% of shares or stakes are owned by the Company) align their internal documents with (develop or update in compliance with) the Methodological Recommendations approved by Government Resolution No. 1388-r dated 27 June 2019 (hereinafter, Methodology No. 1388-r); 5) within three months of the entry into force of amendments to Methodology No. 2199-r, the Company develops and updates its internal documents to bring them into compliance with the Methodological Recommendations approved by Government Resolution No. 2199-r dated 15 August 2024 (hereinafter, Methodology No. 2199-r), and also its subsidiaries and associated companies (where more than 50% of their shares are under direct or indirect control of the Russian Federation) develop and update their internal documents to align them with Methodology No. 2199-r regarding the composition, structure, and approval timelines for development strategies; 6) the Company publishes information on the implementation of Directive of the Government of the Russian Federation dated 5 February 2025 No. AN-P13-3379 on the Interdepartmental Portal for State Property Management in the Internet no later than 10 calendar days from the date of the Company's Supervisory Board meeting
Supervisory Board (6 March 2025), Minutes dated 7 March 2025 No. 01/424-PR-NS	1. Determination of the auditor's fee	To set the auditor's fee of Limited Liability Company FBK for the services indicated in Appendix No. 1-1 to the Minutes at RUB 360,000 (three hundred sixty thousand), including VAT at the rate established by the effective legislation of the Russian Federation
	2. Approval of the report on major and interested-party transactions performed by PJSC ALROSA in 2024	To approve the report on major and interested-party transactions performed by PJSC ALROSA in 2024 pursuant to Appendix No. 2-1 to the Minutes
	3. Consideration of the report on compliance with the principles and recommendations of the Corporate Governance Code	1. To recognise the data provided in the report on compliance by PJSC ALROSA with the principles and recommendations of the Corporate Governance Code in 2024 (hereinafter, the Report) as being reliable and complete 2. To include the Report in the Annual Report of PJSC ALROSA for 2024
	4. Approval of reports on achievement of individual targets and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on achievement of individual quarterly indicators and assessment of performance (performance of functional duties) of the Corporate Secretary for Q4 2024 (cumulative total) pursuant to Appendix No. 4-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q4 2024 at 1.5 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05 March 2022, Minutes No. 01/353-PR-NS) 3. To approve the report on achievement of individual annual indicators and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA for 2024 pursuant to Appendix No. 4-2 to the Minutes 4. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for 2024 at 1.5 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05 March 2022, Minutes No. 01/353-PR-NS)
	5. Approval of the Risk Management and Internal Controls Policy of PJSC ALROSA	1. To approve the Risk Management and Internal Controls Policy of PJSC ALROSA pursuant to Appendix No. 5-1 to the Minutes 2. To invalidate the Internal Controls Policy of PJSC ALROSA, the Risk Management Policy of PJSC ALROSA, the Regulations on Risk Management of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 29 December 2020, Minutes dated 30 December 2020 No. 01/326-PR-NS
	6. Approval of the Procedure for Coordinating the Development Strategy of ALROSA Group with	1. To approve the new version of the Procedure for Coordinating the Development Strategy of ALROSA Group with the Ministry of the Russian Federation for the Development of the Far East and Arctic pursuant to Appendix No. 6-1 to the Minutes

	the Ministry of the Russian Federation for the Development of the Far East and Arctic	2. To invalidate the Procedure for Coordinating Planning and Special-Purpose Programme Documents of ALROSA Group with the Ministry of the Russian Federation for the Development of the Far East, approved by the Supervisory Board of PJSC ALROSA on 21 December 2018 (Minutes dated 24 December 2018 No. 01/286-PR-NS)
Supervisory Board (20 March 2025), Minutes dated 21 March 2025 No. 01/425-PR-NS	1. Inclusion of items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA at the suggestion of the shareholders of PJSC ALROSA	In accordance with the suggestions of the shareholders of PJSC ALROSA, to include the following items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA: 1. Approval of the Annual Report of PJSC ALROSA 2. Approval of the annual financial statements of PJSC ALROSA 3. Distribution of profits (including payment (declaration) of dividends) and losses for 2024 4. Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA 5. Payment of remuneration to the members of the Revision Commission of PJSC ALROSA 6. Election of the Supervisory Board members of PJSC ALROSA 7. Election of the Revision Commission members of PJSC ALROSA 8. Appointment of the audit firm for PJSC ALROSA
	2. Inclusion of candidates suggested by the shareholders of PJSC ALROSA in the list of candidates to be voted for at the election to the Supervisory Board of PJSC ALROSA	In accordance with the suggestions of the shareholders of PJSC ALROSA, to include the following people in the list of candidates to be voted for at the election to the Supervisory Board of PJSC ALROSA: 1. Full name 2. Andrey Donets 3. Sergey Ivanov 4. Pavel Marinychev 5. Alexey Moiseev 6. Andrey Ryumin 7. Anton Siluanov 8. Petr Fradkov 9. Sergey Dyachenko 10. Aysen Nikolayev 11. Sergey Mestnikov 12. Pavel Bagynanov 13. Igor Nikolayev 14. Evgenia Grigorieva 15. Georgy Basharin
	3. Inclusion of candidates suggested by the shareholders of PJSC ALROSA in the list of candidates to be voted for at the election to the Revision Commission of PJSC ALROSA	In accordance with the suggestions of the shareholders of PJSC ALROSA, to include the following people in the list of candidates to be voted for at the election to the Revision Commission of PJSC ALROSA: 1. Full name 2. Full name 3. Full name 4. Full name 5. Full name
	4. Amendments to the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA	To approve the amendments to the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA, as set out in Appendix No. 4-1 to the Minutes, and to determine that such amendments shall apply to the assessment of the achievement of the approved annual key performance indicators (KPIs) of ALROSA Group and the application of bonus reduction indicators, commencing with the results for the 2024 performance year
	5. Approval of ALROSA Group's Development Strategy for 2025–2029	1. To approve ALROSA Group's Development Strategy for 2025–2029 pursuant to Appendix No. 5-1 to the Minutes 2. To revoke ALROSA Group Strategy for 2024–2028 approved by the Supervisory Board of PJSC ALROSA on 20 June 2024 (Minutes dated 20 June 2024 No. 01/408-PR-NS) 3. To revoke the Long-Term Development Programme of ALROSA Group for 2024–2028 approved by the Supervisory

		Board of PJSC ALROSA on 20 June 2024 (Minutes dated 20 June 2024 No. 01/408-PR-NS) 4. To revoke ALROSA Group Long-Term Investment Programme for 2024–2028 approved by the Supervisory Board of PJSC ALROSA on 20 June 2024 (Minutes dated 20 June 2024 No. 01/408-PR-NS)
Supervisory Board (31 March 2025), Minutes dated 1 April 2025 No. 01/426-PR-NS	1. Approval of the Report on Implementation in 2024 of the Long-Term Development Programme of ALROSA Group for 2024–2028 and Achievement of Key Performance Indicators	1. To approve the Report on Implementation in 2024 of the Long-Term Development Programme of ALROSA Group for 2024–2028 and Achievement of Key Performance Indicators, pursuant to Appendix No. 1-1 to the Minutes 2. To instruct Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA, to send the Report on Implementation in 2024 of the Long-Term Development Programme of ALROSA Group for 2024–2028 and Achievement of Key Performance Indicators to the Ministry of Finance of Russia, the Ministry of Economic Development of Russia and the Federal Agency for State Property Management (Rosimushchestvo) no later than 1 June 2025
Supervisory Board (8 April 2025), Minutes dated 9 April 2025 No. 01/427-PR-NS	1. Report on the implementation of the Plan for PJSC ALROSA's Transition to Using Domestic Software for 2024	Having considered the report on the implementation of the Plan for PJSC ALROSA's Transition to Using Domestic Software for 2024 (Appendix No. 1-1 to the Minutes), to assess the application of the bonus reduction indicator "Late preparation and implementation of the import substitution plan" as "no" (the indicator does not apply)
	2. Approval of the Annual Critical Risk Report for 2024 and the Action Plan to Minimise Critical Risks for 2025	1. To approve the Annual Critical Risk Report for 2024 pursuant to Appendix No. 2-1 to the Minutes 2. To approve the Action Plan to Minimise Critical Risks for 2025 pursuant to Appendix No. 2-2 to the Minutes
	3. Approval of the updated risk appetite statement of PJSC ALROSA	To approve the updated risk appetite statement of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes
	4. Approval of the report on the implementation of the Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 and the updated Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2025 with forecast values for the period up to 2029	1. To approve the report on the implementation of the Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 pursuant to Appendix No. 4-1 to the Minutes 2. To approve the updated Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2025 with forecast values for the period up to 2029 pursuant to Appendix No. 4-2 to the Minutes
	5. Results of procurement activity of ALROSA Group for 2024	To take into consideration the information on the results of procurement activity of ALROSA Group for 2024 pursuant to Appendix No. 5-1 to the Minutes
	6. Consideration of the report on the performance of the Internal Audit Department of PJSC ALROSA for 2024	1. To take into consideration the report on the performance of the Internal Audit Department of PJSC ALROSA for 2024 pursuant to Appendix No. 6-1 to the Minutes 2. To assess the performance of the Internal Audit Department of PJSC ALROSA for 2024 as "meeting expectations"
	7. Approval of the reports on the results of reliability and effectiveness assessment of the risk management and internal controls system and the results of the assessment of corporate governance practices of PJSC ALROSA for 2024	1. To approve the Report on the Results of Reliability and Effectiveness Assessment of the Risk Management and Internal Controls System of PJSC ALROSA for 2024 pursuant to Appendix No. 7-1 to the Minutes 2. To approve the Report on the Results of the Assessment of Corporate Governance Practices of PJSC ALROSA for 2024 pursuant to Appendix No. 7-2 to the Minutes

	8. Approval of the report on the implementation of the Programme for Innovation Development and Technological Upgrade of PJSC ALROSA for 2024 and the updated Programme for Innovation Development and Technological Upgrade for the period up to 2028 with an outlook to 2030	1. To approve the report on the implementation of the Programme for Innovation Development and Technological Upgrade of PJSC ALROSA for 2024 pursuant to Appendix No. 8-1 to the Minutes 2. To approve the updated Programme for Innovation Development and Technological Upgrade for the period up to 2028 with an outlook to 2030 pursuant to Appendix No. 8-2 to the Minutes
	9. Approval of reports on the work results of the Committees of the Supervisory Board of PJSC ALROSA	To approve the report on the work of the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 9-1 to the Minutes 2. To approve the report on the work of the Audit Committee of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 9-2 to the Minutes 3. To approve the report on the work of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 9-3 to the Minutes
Supervisory Board (9 April 2025), Minutes dated 9 April 2025 No. 01/428-PR-NS	1. Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024	1. To approve the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024 in order to determine the amount of remuneration of the CEO – Chairman of the Executive Committee of PJSC ALROSA pursuant to Appendix No. 1-1 to the Minutes 2. To approve the Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024 in order to determine the amount of remuneration of the members of the collegial executive body – the Executive Committee of PJSC ALROSA pursuant to Appendix No. 1-2 to the Minutes 3. To establish that the individual performance assessment score of the CEO – Chairman of the Executive Committee of PJSC ALROSA for 2024 is 5 (out of 6 points; determined in accordance with the Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 8 June 2022 (Minutes dated 9 June 2022 No. 01/361-PR-NS), as amended by resolutions of the Supervisory Board of PJSC ALROSA dated 29 June 2023 (Minutes dated 29 June 2023 No. 01/384-PR-NS), 9 April 2024 (Minutes dated 10 April 2024 No. 01/401-PR-NS), 20 December 2024 (Minutes dated 23 December 2024 No. 01/419-PR-NS), and 20 March 2025 (Minutes dated 21 March 2025 No. 01/425-PR-NS)) 4. To establish that the overall performance assessment score of the collegial executive body – the Executive Committee of PJSC ALROSA – for 2024 is 5 (out of 6 points; determined in accordance with the Regulation on Remuneration of the Members of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 28 June 2022 (Minutes dated 29 June 2022 No. 01/362-PR-NS), as amended by the Supervisory Board of PJSC ALROSA on 20 December 2024 (Minutes dated 23 December 2024 No. 01/419-PR-NS))
	2. Some business matters	1. To take into account the report on the implementation progress of the Consolidated Budget of PJSC ALROSA and the forecast of the implementation of the Consolidated Budget of PJSC ALROSA for 2025 with proposals on corrective measures, as well as information on the implementation of the project for the underground mining of the Jubilee pipe deposit 2. To approve the Executive Committee's proposals regarding the advisability of corrective measures, including necessary organisational actions related to the suspension of mining, as stipulated in the pessimistic (minimum risk) scenario of ALROSA Group's draft Development Strategy for 2025–2029, reviewed by the Supervisory Board on 23 December 2024: - Temporary suspension of the Zapolyarny open-pit mine at the Verkhne-Munskoye deposit in June 2025 - Temporary suspension of operations at the Khara-Mas and Ochuos alluvial deposits in April 2025
	3. Progress of the implementation of the Supervisory Board's resolution	Taking into account the discussion held, to take note of the report on the implementation of the Supervisory Board's resolution dated 17 December 2024 (Minutes dated 18 December 2024 No. 01/418-PR-NS)

Supervisory Board (14 April 2025), Minutes dated 15 April 2025 No. 01/429-PR-NS	1. Preliminary approval of the Annual Report of PJSC ALROSA for 2024	To give preliminary approval to the Annual Report of PJSC ALROSA for 2024 pursuant to Appendix No. 1-1 to the Minutes and to recommend that the General Meeting of Shareholders of the Company approve the presented Annual Report of PJSC ALROSA
	2. Annual financial statements of PJSC ALROSA for 2024	Having considered the materials provided, including the opinion of the independent auditor pursuant to which the annual financial statements present fairly, in all material respects, the financial position of PJSC ALROSA as at 31 December 2024, its financial performance and cash flows for 2024 in accordance with Russian accounting standards, to propose that the General Meeting of Shareholders of PJSC ALROSA approve the annual financial statements of PJSC ALROSA for 2024
	3. Recommendations to the General Meeting of Shareholders of PJSC ALROSA on the distribution of profits for 2024 and retained earnings of previous years, including the amount of dividends on shares in PJSC ALROSA and the procedure for their payment	To recommend that the General Meeting of Shareholders of PJSC ALROSA make the following decision: 1) To approve the following distribution of the net profit of PJSC ALROSA for 2024 (RAS): Net profit for 2024 (RAS): RUB 8,317,086,731.92 Interim dividends for the first half of 2024 (paid): RUB 18,338,764,418.70 Retained earnings for 2024: RUB 0 2) To approve the following distribution of a portion of the retained earnings from prior years as of 1 January 2025: Retained earnings from prior years as of 1 January 2025: RUB 332,867,482,481.70 For payment of dividends for the first half of 2024 (paid): RUB 10,021,677,686.78 3) Not to pay (or declare) dividends for 2024
	4. Approval of the list of candidates for election to the Supervisory Board of PJSC ALROSA at the annual General Meeting of Shareholders of PJSC ALROSA for 2024 (absentee voting)	1. To approve the following list of candidates for election to the Supervisory Board of PJSC ALROSA at the annual General Meeting of Shareholders of PJSC ALROSA for 2024 (absentee voting): Pavel Bagynanov Georgy Basharin Evgenia Grigorieva Full name Andrey Donets Sergey Dyachenko Sergey Ivanov Pavel Marinychev Sergey Mestnikov Alexey Moiseev Aysen Nikolayev Igor Nikolayev Andrey Ryumin Anton Siluanov Petr Fradkov 2. To take into consideration the results of the assessment of candidates for the Supervisory Board in terms of their professional qualifications, necessary knowledge, experience, skills and business qualities that meet the current and expected needs of PJSC ALROSA, including for implementation of the Company’s strategic goals, making decisions related to the competence of the Supervisory Board, and those required for effective performance of the Board’s functions, impeccable business and personal reputation and absence of conflicts of interest, according to Appendix No. 4-1 to the Minutes 3. To confirm the compliance of the persons nominated as candidates for the Supervisory Board of PJSC ALROSA with the requirements of clause 5.3 of the Corporate Governance Code of PJSC ALROSA
	5. Approval of the list of candidates for election to the Revision Commission of PJSC ALROSA at	To approve the list of candidates for election to the Revision Commission of PJSC ALROSA at the annual General Meeting of Shareholders of PJSC ALROSA for 2024 (absentee voting): 1. Full name

	the annual General Meeting of Shareholders of PJSC ALROSA for 2024 (absentee voting)	2. Full name 3. Full name 4. Full name 5. Full name
	6. Inclusion of items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA (absentee voting)	To include the following items in the agenda of the annual General Meeting of Shareholders of PJSC ALROSA (absentee voting): - Approval of the distribution of retained earnings of previous years - Approval of the new version of the Articles of Association of PJSC ALROSA - Approval of the new version of the Regulations on the General Meeting of Shareholders of PJSC ALROSA - Approval of the new version of the Regulations on the Supervisory Board of PJSC ALROSA - Approval of the new version of the Regulations on the Executive Committee of PJSC ALROSA - Approval of the new version of the Regulations on Revision Commission of PJSC ALROSA - Approval of the new version of the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA - Approval of the new version of the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA
	7. Proposals to the General Meeting of Shareholders of PJSC ALROSA	To propose that the General Meeting of Shareholders of PJSC ALROSA: - approve the new version of the Articles of Association of PJSC ALROSA pursuant to Appendix No. 7-1 to the Minutes; - approve the new version of the Regulations on the General Meeting of Shareholders of PJSC ALROSA pursuant to Appendix No. 7-2 to the Minutes; - approve the new version of the Regulations on the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 7-3 to the Minutes; - approve the new version of the Regulations on the Executive Committee of PJSC ALROSA pursuant to Appendix No. 7-4 to the Minutes; - approve the new version of the Regulations on Revision Commission of PJSC ALROSA pursuant to Appendix No. 7-5 to the Minutes; - approve the new version of the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA pursuant to Appendix No. 7-6 to the Minutes; - approve the new version of the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA pursuant to Appendix No. 7-7 to the Minutes
	8. Recommendation to the General Meeting of Shareholders of PJSC ALROSA on payment of remuneration to the members of the Supervisory Board of PJSC ALROSA	To recommend that the General Meeting of Shareholders of PJSC ALROSA make the following decision on the item “Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA”: “To pay remuneration to the members of the Supervisory Board of PJSC ALROSA for the 2024–2025 corporate period (year) in the amount and pursuant to the procedure determined in accordance with the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA”
	9. Recommendation to the General Meeting of Shareholders of PJSC ALROSA on payment of remuneration to the members of the Revision Commission of PJSC ALROSA	To recommend that the General Meeting of Shareholders of PJSC ALROSA make the following decision on the item “Payment of remuneration to the members of the Revision Commission of PJSC ALROSA”: “To pay remuneration to the members of the Revision Commission of PJSC ALROSA for the 2024–2025 corporate period (year) in the amount and pursuant to the procedure determined in accordance with the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA”
	10. Proposal to the General Meeting of Shareholders of PJSC ALROSA regarding audit firm appointment	1. To recommend that the General Meeting of Shareholders of PJSC ALROSA appoint Limited Liability Company FBK as the auditor of PJSC ALROSA to perform the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the consolidated financial statements of ALROSA Group prepared in accordance with the International Financial Reporting Standards for 2025

		2. To set the amount of fees of LLC FBK at RUB 67,830,000.00 for three years (2025–2027), including VAT, for the performance of the statutory audit of the financial statements of PJSC ALROSA prepared in accordance with Russian laws and the consolidated financial statements of ALROSA Group prepared in accordance with the International Financial Reporting Standards for 2025–2027, including the audit of the respective disclosed statements
	11. Approval of the annual General Meeting of Shareholders absentee voting agenda	To approve the following agenda for the annual General Meeting of Shareholders absentee voting: 1. Approval of the Annual Report of PJSC ALROSA 2. Approval of the annual financial statements of PJSC ALROSA 3. Distribution of profits (including payment (declaration) of dividends) and losses for 2024 4. Approval of the distribution of retained earnings of previous years 5. Payment of remuneration to the members of the Supervisory Board of PJSC ALROSA 6. Payment of remuneration to the members of the Revision Commission of PJSC ALROSA 7. Election of the Supervisory Board members of PJSC ALROSA 8. Election of the Revision Commission members of PJSC ALROSA 9. Appointment of the audit firm for PJSC ALROSA 10. Approval of a new version of the Articles of Association of PJSC ALROSA 11. Approval of a new version of the Regulations on the General Meeting of Shareholders of PJSC ALROSA 12. Approval of a new version of the Regulations on the Supervisory Board of PJSC ALROSA 13. Approval of a new version of the Regulations on the Executive Committee of PJSC ALROSA 14. Approval of a new version of the Regulations on Revision Commission of PJSC ALROSA 15. Approval of a new version of the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA 16. Approval of a new version of the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA
	12. Holding the annual General Meeting of Shareholders absentee voting	1. To hold the annual General Meeting of Shareholders absentee voting 2. To determine the method for making decisions by the General Meeting of Shareholders – absentee voting 3. To determine the deadline for accepting completed voting ballots – 20 May 2025 4. To set the record date for voting at the General Meeting of Shareholders – 25 April 2025 5. To approve the notice of PJSC ALROSA's annual General Meeting of Shareholders absentee voting, as set out in Appendix No. 12-1 to the Minutes. To notify shareholders of PJSC ALROSA's annual General Meeting of Shareholders absentee voting by posting a message on the Company's website in the Internet at https://www.alrosa.ru in the Investors section / For shareholders / Information for shareholders no later than 18 April 2025 6. To define the list of information (materials) provided to shareholders in preparation for absentee voting as follows: - PJSC ALROSA's Annual Report for 2024 - annual financial statements of PJSC ALROSA for 2024, including the auditor's report - opinion of the Revision Commission of PJSC ALROSA on the results of the review of the Annual Report and the annual financial statements of PJSC ALROSA - opinion of the Internal Audit Department of PJSC ALROSA - information on candidates to the Supervisory Board and the Revision Commission of PJSC ALROSA and information on the written consent of the nominated candidates - a new draft of the Articles of Association of PJSC ALROSA - a new draft of the Regulations on the General Meeting of Shareholders of PJSC ALROSA - a new draft of the Regulations on the Supervisory Board of PJSC ALROSA - a new draft of the Regulations on the Executive Committee of PJSC ALROSA - a new draft of the Regulations on Revision Commission of PJSC ALROSA - a new draft of the Regulations on Remuneration to Members of the Supervisory Board of PJSC ALROSA - a new draft of the Regulations on Remuneration and Compensations to Members of the Revision Commission of

		PJSC ALROSA - comparative table of amendments to the Articles of Association of PJSC ALROSA - comparative table of amendments to the Regulations on the General Meeting of Shareholders of PJSC ALROSA - comparative table of amendments to the Regulations on the Supervisory Board of PJSC ALROSA - comparative table of amendments to the Regulations on the Executive Committee of PJSC ALROSA - comparative table of amendments to the Regulations on Revision Commission of PJSC ALROSA - comparative table of amendments to the Regulations on Remuneration to Members of the Supervisory Board of PJSC - comparative table of amendments to the Regulations on Remuneration and Compensations to Members of the Revision Commission of PJSC ALROSA
		information on shareholder agreements concluded within one year prior to the deadline for accepting voting ballots - report on major transactions and interested-party transactions concluded by PJSC ALROSA in 2024 - information on the total amount of unclaimed dividends of the Company, determined based on its financial statements as of the last reporting date prior to the adoption of the decision to hold the annual General Meeting of Shareholders - information on the total number of shareholders in respect of whom the sending of notices of a meeting or absentee voting and/or voting ballots, and the payment of dividends, have been suspended, as well as on the proportion of shares held by them in the authorised capital of the Company and in the total number of voting shares of the Company - draft resolutions on the agenda items of the annual General Meeting of Shareholders absentee voting and explanatory notes thereto - assessment of the audit firm's report prepared by the Audit Committee of the Supervisory Board of PJSC ALROSA - justification of the proposed distribution of net profit and assessment of its compliance with the adopted dividend policy / justification of the dividend amount and assessment of its compliance with the dividend policy - information on the candidate for the audit firm of PJSC ALROSA - recommendations of the Supervisory Board of PJSC ALROSA regarding the agenda items of PJSC ALROSA's annual General Meeting of Shareholders absentee voting The aforementioned information (materials) shall be disclosed and/or provided in preparation for the holding of PJSC ALROSA's annual General Meeting of Shareholders absentee voting, in a limited amount and/or in the amount required by Russian law. Shareholders may read the information (materials) provided in preparation for PJSC ALROSA's annual General Meeting of Shareholders absentee voting from 20 April 2025 to 19 May 2025, on business days between 09:00 and 17:00, at the following addresses: PJSC ALROSA, 24 Ozerkovskaya Naberezhnaya, Moscow; PJSC ALROSA, 6 ul. Lenina, Mirny, Republic of Sakha (Yakutia). Additionally, the information shall be available from 20 April 2025 on the Company's website in the Internet at https://www.alrosa.ru 7. To approve the form and text of voting ballots pursuant to Appendices Nos. 12-2–12-4 to the Minutes. The ballots shall be sent to persons entitled to vote at the General Meeting of Shareholders of PJSC ALROSA no later than 29 April 2025. For dispatch in electronic form (in the form of electronic documents) to nominee shareholders registered in the shareholder register, the wording of resolutions on agenda items as set out in the voting ballots shall be used
		8. To determine that completed ballots may be sent to one of the following postal addresses: PJSC ALROSA, 6 ul. Lenina, Mirny, Republic of Sakha (Yakutia) 678175; JSC VTB Registrar, PO Box 54, Moscow 127137. Electronic ballots can be completed at https://www.vtbreg.ru and https://www.e-vote.ru on the Internet or through the Quorum mobile application. Methods for signing the voting ballots: a) the voting ballot shall be signed by the person entitled to vote at the General Meeting of Shareholders or their proxy by handwritten signature; b) the voting ballot in electronic form shall be signed by the person entitled to vote at the General Meeting of Shareholders or their proxy by the method provided by the Shareholder's Personal Account, where the electronic form of the voting ballot is completed in the Internet at: https://www.vtbreg.ru and https://www.e-vote.ru

		9. To deem as having participated in the absentee voting those shareholders whose completed voting ballots are received on or before 20 May 2025
	13. Some business matters	To approve that the joint closed-end investment fund (hereinafter the "JCEIF") votes its shares in PJSC ALROSA constituting the assets of the JCEIF on the agenda item of PJSC ALROSA's General Meeting of Shareholders absentee voting on 20 May 2025 "Election of the Revision Commission members of PJSC ALROSA" for each candidate for the Revision Commission of PJSC ALROSA, the list of which was approved by the Supervisory Board for election to the Company's Revision Commission
	14. Results of the external assessment of the performance of the Supervisory Board of PJSC ALROSA	To take into account the Report on the Performance Assessment of the Supervisory Board of PJSC ALROSA prepared by JSC VTB Registrar
Supervisory Board (30 April 2025), Minutes dated 5 May 2025 No. 01/430-PR-NS	1. Gratuitous transactions	1. To amend the decision of the Supervisory Board of PJSC ALROSA dated 23 December 2024 (Minutes No. 01/420-PR-NS) by restating clause 9 of Section II "Sponsorship" of Appendix No. 2-2 to the Minutes in the wording set out in Appendix No. 1-1 to the Minutes 2. To approve a gratuitous transaction to be performed by PJSC ALROSA on the terms and conditions pursuant to Appendix No. 1-2 to the Minutes
	2. Gratuitous transaction	To approve a gratuitous transaction to be performed by PJSC ALROSA on the material terms pursuant to Appendix No. 2-1 to the Minutes
	3. Report on the Progress of the Programme to Divest Non-Core Assets in Q1 2025	To take into account the Report on the Progress of the Programme to Divest Non-Core Assets in Q1 2025
	4. Compliance of candidates nominated to the Supervisory Board of PJSC ALROSA with the independence criteria	1. To recognise that the following candidates for the Supervisory Board of PJSC ALROSA meet the independence criteria determined in accordance with the Listing Rules of PJSC Moscow Exchange: Sergey Dyachenko, Andrey Donets 2. Being guided by the reasoned grounds attached to the decision (Appendix No. 4-1 to the Minutes), to recognise that the candidate nominated to the Supervisory Board of PJSC ALROSA to be elected at the annual General Meeting of Shareholders for 2024, Evgenia Grigorieva, is independent despite the formal criterion of affiliation with PJSC ALROSA, since such affiliation does not affect the candidate's ability to make independent, objective and good faith judgments
Supervisory Board (19 May 2025), Minutes dated 19 May 2025 No. 01/431-PR-NS	1. Some business matters of PJSC ALROSA	1. To set the payment coefficients (PC) for calculating the amounts of compensatory payments for 2024 to the members of the Executive Committee of PJSC ALROSA as set out in Appendix No. 1-1 to the Minutes 2. To accrue compensatory payments to members of the Executive Committee of PJSC ALROSA for 2024 in accordance with the Methodology for Calculating Compensatory Payments to the Members of the Executive Committee of PJSC ALROSA approved by the Supervisory Board of PJSC ALROSA on 12 December 2023 (Minutes dated 13 December 2023 No. 01/394-PR-NS), taking into account the payment coefficients (PCs) set out in item 1 of the decision attached as Appendix No. 1-2 to the Minutes 3. To accrue additional compensatory payments for 2023 in accordance with the calculation attached as Appendix No. 1-3, taking into account the payment coefficient values: - Full name – PC 1.06 for the calculation of the additional compensatory payment based on the quarterly remuneration for Q4 2023 and the annual remuneration for 2023 (for the portion corresponding to H2 2023), approved by the decision of the Supervisory Board of PJSC ALROSA on 9 April 2024 (Minutes dated 10 April 2024 No. 01/401-PR-NS) - Full name – PC 1.0839 for the calculation of the additional compensatory payment based on the annual remuneration for 2023 (for the portion corresponding to H1 2023), approved by the decision of the Supervisory Board of PJSC ALROSA on 15 August 2023 (Minutes dated 16 August 2023 No. 01/388-PR-NS); PC 1.148934 for the calculation of the additional compensatory payment based on the quarterly remuneration for Q4 2023 and the annual remuneration for 2023 (for the portion corresponding to H2 2023), approved by the decision of the Supervisory Board of PJSC ALROSA on 9 April 2024 (Minutes dated 10 April 2024 No. 01/401-PR-NS)

Supervisory Board (26 May 2025), Minutes dated 27 May 2025 No. 01/432-PR-NS	1. Election of the Chairman of the Supervisory Board of PJSC ALROSA	To elect Anton Siluanov as Chairman of the Supervisory Board of PJSC ALROSA
	2. Election of the First Deputy Chairman of the Supervisory Board of PJSC ALROSA	To elect Aysen Nikolayev as First Deputy Chairman of the Supervisory Board of PJSC ALROSA
	3. Election of the Deputy Chairman of the Supervisory Board of PJSC ALROSA	To elect Sergey Ivanov as Deputy Chairman of the Supervisory Board of PJSC ALROSA
	4. HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA	1. To elect the following people as members of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA: - Evgenia Grigorieva - Andrey Donets - Sergey Dyachenko - Igor Nikolayev 2. To elect Evgenia Grigorieva as Chairman of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA
	5. Audit Committee of the Supervisory Board of PJSC ALROSA	1. To elect the following people as members of the Audit Committee of the Supervisory Board of PJSC ALROSA: - Evgenia Grigorieva - Andrey Donets - Sergey Dyachenko 2. To elect Sergey Dyachenko as Chairman of the Audit Committee of the Supervisory Board of PJSC ALROSA
	6. Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA	1. To elect the following people as members of the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA: - Pavel Bagynanov - Georgy Basharin - Evgenia Grigorieva - Full name - Andrey Donets - Sergey Dyachenko - Sergey Ivanov - Pavel Marinychev - Sergey Mestnikov - Alexey Moiseev - Aysen Nikolayev - Igor Nikolayev - Andrey Ryumin - Petr Fradkov 2. To elect Alexey Moiseev as Chairman of the Strategy and Sustainability Committee of the Supervisory Board of PJSC ALROSA
Supervisory Board (5 June 2025), Minutes dated 6 June 2025 No. 01/433-PR-NS	1. Approval of the Work Plan of the Supervisory Board of PJSC ALROSA for the 2025–2026 corporate year	To approve the Work Plan of the Supervisory Board of PJSC ALROSA for the 2025–2026 corporate year pursuant to Appendix No. 1-1 to the Minutes

	2. Approval of the report on the achievement of individual targets in Q1 2025 and performance assessment (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on the achievement of individual quarterly indicators and performance assessment (performance of functional duties) of the Corporate Secretary for Q1 2025 pursuant to Appendix No. 2-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q1 2025 at 1.2 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 05 March 2022, Minutes No. 01/353-PR-NS)
	3. Amendments to the Regulation on the Corporate Secretary of PJSC ALROSA	To approve the amendments to the Regulation on the Corporate Secretary of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes and determine that these amendments shall apply to calculate quarterly and annual remuneration starting from 1 January 2025
Supervisory Board (23 June 2025), Minutes dated 26 June 2025 No. 01/434-PR-NS	1. Results of procurement activity of ALROSA Group for Q1 2025	To take into consideration the information on the results of procurement activity of ALROSA Group for Q1 2025 pursuant to Appendix No. 1-1 to the Minutes
	2. Approval of a new version of the Compliance Policy of PJSC ALROSA	To approve the new version of the Compliance Policy of PJSC ALROSA pursuant to Appendix No. 2-1 to the Minutes
	3. Approval of a new version of the Regulations on Internal Audit of PJSC ALROSA	1. To approve the new version of the Regulations on Internal Audit of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes 2. To invalidate the Regulations on Internal Audit of PJSC ALROSA approved by the decision of the Company's Supervisory Board dated 29 December 2020 (Minutes dated 30 December 2020 No. 01/326-PR-NS)
	4. On specific issues of activity	*[Limited access to information]*
	5. Approval of a new version of the Regulations on ALROSA’s Branch United Selling Organisation	To approve the new version of the Regulations on ALROSA’s Branch United Selling Organisation pursuant to Appendix No. 5-1 to the Minutes
	6. Gratuitous transactions	1. To amend the decision of the Supervisory Board of PJSC ALROSA dated 23 December 2024 (Minutes No. 01/420-PR-NS) by restating clause 6 of Section II “Sponsorship” of Appendix No. 2-2 to the Minutes in the wording set out in Appendix No. 6-1 to the Minutes 2. To approve a gratuitous transaction to be performed by PJSC ALROSA on the terms and conditions pursuant to Appendix No. 6-2 to the Minutes
	7. Approval of ALROSA Group’s Sustainability Report for 2024	To approve ALROSA Group’s Sustainability Report for 2024 pursuant to Appendix No. 7-1 to the Minutes
Supervisory Board (20 August 2025), Minutes dated 21 August 2025 No. 01/435-PR-NS	1. Consideration of the results of work using the Quality Management System of PJSC ALROSA	To take note of the results of work using the Quality Management System of PJSC ALROSA described in the Report for Analysis of the Functioning of the Quality Management System by the senior management of PJSC ALROSA for 2024 (Appendix 1-1 to the Minutes)
	2. Approval of gratuitous transactions and sponsorship contracts stipulated in the Consolidated Budget of PJSC ALROSA for 2025, considering the corrective measures to optimise ALROSA Group’s social expenses	1. To take note of the report on the implementation of the budget for charitable assistance, other types of gratuitous transactions and sponsorship activities for 2025, along with proposals for its revision and the optimisation of ALROSA Group's social expenditures for 2025 2. To amend the decision of the Supervisory Board of PJSC ALROSA dated 23 December 2024 (Minutes No. 01/420-PR-NS) on item No. 2 "Approval of gratuitous transactions and sponsorship contracts stipulated in the Consolidated Budget of PJSC ALROSA for 2025" by restating Appendix No. 2-1 to Minutes No. 01/420-PR-NS as set out by Appendix No. 2-1 to the Minutes and restating Appendix No. 2-2 to Minutes No. 01/420-PR-NS as set out by Appendix No. 2-2 to the Minutes 3. To instruct Pavel Marinychev, CEO – Chairman of the Executive Committee, to submit information and proposals in December 2025 for the adjustment of corrective measures: in the event of an improvement in the financial position, on the restoration of optimised amounts; in the event of a deterioration, on the optimisation of social expenses of the Group in 2025

	3. Some business matters	1. To take into account the Report on the Progress of the Programme to Divest Non-Core Assets in Q2 2025 2. To take into account the Report on Disposal of PJSC ALROSA Assets.
	4. Approval of the report on the achievement of individual targets in Q2 2025 (cumulative total) and performance assessment (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on the achievement of individual quarterly indicators and assessment of performance (performance of functional duties) of the Corporate Secretary for Q2 2025 (cumulative total) pursuant to Appendix No. 4-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q2 2025 at 1.2 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 5 June 2025, Minutes No. 01/433-PR-NS)
	5. Assessment of the performance of the Supervisory Board of PJSC ALROSA and Supervisory Board Committees	. To complete a self-assessment of the performance of the Supervisory Board of PJSC ALROSA and Supervisory Board Committees by 1 February 2026 in accordance with the Regulations on Supervisory Board Evaluation of PJSC ALROSA through a confidential survey of the members of the Supervisory Board and its Committees based on the questionnaires pursuant to Appendices Nos. 5-1–5-4 to the Minutes 2. To consider the Report on Assessment of the Performance of the Supervisory Board of PJSC ALROSA and Supervisory Board Committees no later than 1 May 2026
	6. Results of procurement activity of ALROSA Group for H1 2025	To take into consideration the information on the results of procurement activity of ALROSA Group for H1 2025 pursuant to Appendix No. 6-1 to the Minutes
	7. Possible transition of PJSC ALROSA and its subsidiaries to tax control in the form of tax monitoring	To take into consideration the information on possible transition of PJSC ALROSA and its subsidiaries to tax control in the form of tax monitoring, taking into account the provisions of Article 105.26 of the Tax Code of the Russian Federation (Federal Law No. 146-FZ dated 31 July 1998)
	8. Approval of the Terms of Reference for Assessment of Implementation of ALROSA Group’s Development Strategy and Fulfilment of Key Performance Indicators	1. To approve the Terms of Reference for Assessment of Implementation of ALROSA Group’s Development Strategy and Fulfilment of Key Performance Indicators pursuant to Appendix No. 8-1 to the Minutes 2. To invalidate the Terms of Reference for Assessment of Implementation of ALROSA Group’s Long-Term Development Programme and Fulfilment of Key Performance Indicators approved by the decision of the Supervisory Board of PJSC ALROSA dated 19 August 2024 (Minutes of the Supervisory Board No. 01/412-PR-NS dated 20 August 2024)
Supervisory Board (4 September 2025), Minutes dated 5 September 2025 No. 01/436-PR-NS	1. Removal from office of a member of the Executive Committee of PJSC ALROSA.	To remove [Full name] from the Executive Committee upon his written request
Supervisory Board (12 September 2025), Minutes dated 15 September 2025 No. 01/437-PR-NS	1. Approval of a new version of the Regulations on ALROSA’s Branch Yakutsk Diamond Trading Enterprise	To approve the new version of the Regulations on ALROSA’s Branch Yakutsk Diamond Trading Enterprise as set out in Appendix No. 1-1 to the Minutes
	2. Approval of a new version of the Regulations on ALROSA’s Branch ALROSA Diamonds	To approve the new version of the Regulations on ALROSA’s Branch ALROSA Diamonds pursuant to Appendix No. 2-1 to the Minutes
	3. Approval of a new version of the Methodology for Calculating the Labour Productivity Indicator of PJSC ALROSA	To approve the new version of the Methodology for Calculating the Labour Productivity Indicator of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes

	4. Approval of a new version of the Procurement Regulations of ALROSA Group	1. To approve the new version of the Procurement Regulations of ALROSA Group (hereinafter, the Regulations) pursuant to Appendix No. 4-1 to the Minutes 2. To specify that the Regulations apply to procurement procedures that start on the effective date of the Regulations (the start date of a procurement procedure is the date when the procurement notice is posted in the unified information system for procurement of goods, work, services for state and municipal needs (UIS)) 3. To specify that the procurement procedures that started before the effective date of the Regulations are governed by the Procurement Regulations of ALROSA Group approved by the decision of the Company's Supervisory Board dated 14 November 2024 (Minutes dated 15 November 2024 No. 01/417-PR-NS) 4. To revoke the Procurement Regulations of ALROSA Group approved by the decision of the Company's Supervisory Board dated 14 November 2024 (Minutes dated 15 November 2024 No. 01/417-PR-NS), except for the case stipulated by item 3 hereof 5. For CEO – Chairman of the Executive Committee of PJSC ALROSA Pavel Marinychev – within 15 (fifteen) days of the date of posting the Regulations in the UIS, to ensure that the subsidiaries join the Regulations in accordance with the relevant decision of the authorised management body of the subsidiary (board of directors, single-person executive body, meeting of participants or other)
Supervisory Board (30 September 2025), Minutes dated 1 October 2025 No. 01/438-PR-NS	1. Approval of a new version of the Regulations on Insider Information of PJSC ALROSA	To approve the new version of the Regulations on Insider Information of PJSC ALROSA pursuant to Appendix No. 1-1 to the Minutes
	2. Approval of a transaction	To approve the transaction on the terms specified in Appendix No. 2-1 to the Minutes
Supervisory Board (14 October 2025), Minutes dated 15 October 2025 No. 01/439-PR-NS	1. Some business matters	To approve the amendments to the material terms of the employment contract approved by the Supervisory Board of PJSC ALROSA on 31 October 2023 (Minutes No. 01/392-PR-NS of 1 November 2023) with FULL NAME, a member of the collegial executive body of PJSC ALROSA – the Executive Committee – pursuant to Appendix No. 1-1 to the Minutes
Supervisory Board (12 November 2025), Minutes dated 13 November 2025 No. 01/440-PR-NS	1. Position of PJSC ALROSA (representatives of PJSC ALROSA) on the items on the agenda of the meeting of the Board of Directors of subsidiary	To determine that PJSC ALROSA's position should be as follows: 1. On the agenda item of the meeting of the Board of Directors of subsidiary "Election of the CEO of subsidiary and determination of his term of office," to vote for [Full name] to be elected as CEO of subsidiary for the period until 1 December 2027 (inclusive) 2. On the agenda item of the meeting of the Board of Directors of subsidiary "Approval of the terms of the employment contract with the CEO of the subsidiary," to vote for approval of the terms of the supplementary agreement to the employment contract with [Full name], the CEO of the subsidiary, pursuant to Appendix No. 1-1 to the Minutes
	2. Report on the Progress of the Programme to Divest Non-Core Assets in Q3 2025	To take into account the Report on the Progress of the Programme to Divest Non-Core Assets in Q3 2025
	3. Approval of the report on the achievement of individual targets in Q3 2025 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA	1. To approve the report on achievement of individual quarterly indicators and assessment of performance (performance of functional duties) of the Corporate Secretary for Q3 2025 (cumulative total) pursuant to Appendix No. 3-1 to the Minutes 2. To set the individual performance assessment coefficient of the Corporate Secretary of PJSC ALROSA for Q3 2025 at 1.3 (out of 1.5, determined in accordance with the Regulation on the Corporate Secretary of PJSC ALROSA approved by the Supervisory Board on 5 June 2025, Minutes No. 01/433-PR-NS)
Supervisory Board (1 December 2025), Minutes dated 2 December 2025 No. 01/441-PR-NS	1. Provision of independent guarantees by PJSC ALROSA	1. To amend the decision of the Supervisory Board of PJSC ALROSA dated 20 January 2023 on item No. 1 "Provision of an independent guarantee by PJSC ALROSA" (Minutes of the Absentee Vote of the Supervisory Board of PJSC ALROSA No. 01/372-PR-NS dated 20 January 2023): 1.1. To revise the decision on the item "Provision of an independent guarantee by PJSC ALROSA" to read as follows: "To consent to PJSC ALROSA providing an independent guarantee in favour of *[Limited access to information]* under the

		material terms set out in Appendix No. 1-1 to the Minutes." 1.2. To amend Appendix No. 1-1 to Minutes of the Absentee Vote of the Supervisory Board of PJSC ALROSA No. 01/372-PR-NS dated 20 January 2023 as follows: 1.2.1. Replace the title of the Appendix with "Material Terms for PJSC ALROSA Providing an Independent Guarantee in Favour of *[Limited access to information]*" 1.2.2. In clause 1 "Parties to the independent guarantee", replace "Beneficiary: *[Limited access to information]"* with "Beneficiary: *[Limited access to information]*;" 1.2.3. In clause 2.1. revise the parties to the connection agreement as follows: "Parties to the connection agreement: *[Limited access to information]* (Contractor), *[Limited access to information]* (Applicant)." 1.2.4. In clause 2.1. revise the parties to the preliminary gas supply contract as follows: "Parties to the contract: *[Limited access to information]* (Supplier), *[Limited access to information]* (Buyer)." 1.2.5. In clause 2.1. revise the parties to the contract as follows: "Parties to the contract: *[Limited access to information]* (Supplier), *[Limited access to information]* (Buyer)."
		2. To amend the decision of the Supervisory Board of PJSC ALROSA dated 16 June 2023 on item No. 1 "Provision of independent guarantees by PJSC ALROSA" (Minutes of the Absentee Vote of the Supervisory Board of PJSC ALROSA No. 01/382-PR-NS dated 19 June 2023): 2.1. To revise the decision on the item "Provision of independent guarantees by PJSC ALROSA" to read as follows: "To consent to PJSC ALROSA providing independent guarantees in favour of *[Limited access to information]* under the material terms set out in Appendix No. 1-1 to the Minutes." 2.2. To amend Appendix No. 1-1 to Minutes of the Absentee Vote of the Supervisory Board of PJSC ALROSA No. 01/382-PR-NS dated 19 June 2023 as follows: 2.2.1. Replace the title of the Appendix with "Material Terms for PJSC ALROSA Providing Independent Guarantees in Favour of *[Limited access to information]*" 2.2.2. In clause 1 "Parties to the Independent Guarantee", replace "Beneficiary: *[Limited access to information]*" with "Beneficiary: *[Limited access to information]*;" 2.2.3. In clause 2.1. revise the parties to the connection agreement as follows: "Parties to the connection agreement: *[Limited access to information]* (Contractor), *[Limited access to information]* (Applicant)."
	2. Approval of an interested-party transaction	To approve the interested-party transaction – Construction Contract as amended by Supplementary Agreements Nos. 1–7 with a subsidiary on the material terms indicated in Appendix No. 2-1 to the Minutes
	3. Results of procurement activity of PJSC ALROSA for 9M 2025	To take into consideration the information on the results of procurement activity of ALROSA Group for 9M 2025 pursuant to Appendix No. 3-1 to the Minutes
Supervisory Board (25 December 2025), Minutes dated 26 December 2025 No. 01/442-PR-NS	1. Approval of individual quarterly and annual KPIs for the Corporate Secretary of PJSC ALROSA for 2026	To approve individual quarterly and annual KPIs for the Corporate Secretary of PJSC ALROSA for 2026 pursuant to Appendix No. 1-1 to the Minutes
	2. Approval of interested-party transactions	1. To approve the interested-party transactions between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section I 2. To approve the interested-party transactions between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section II 3. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section III 4. To approve the interested-party transactions between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section IV 5. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section V 6. To approve the interested-party transactions between PJSC ALROSA and *[Limited access to information]* on the

		material terms pursuant to Appendix No. 2-1, Section VI 7. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section VII 8. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section VIII 9. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* Business Service on the material terms pursuant to Appendix No. 2-1, Section IX 10. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section X 11. To approve the interested-party transactions between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section XI 12. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section XII
		13. To approve the interested-party transaction between PJSC ALROSA and *[Limited access to information]* on the material terms pursuant to Appendix No. 2-1, Section XIII In accordance with clause 16 of Article 30 of Federal Law No. 39-FZ dated 22 April 1996 “On the Securities Market,” not to disclose information on the terms of and parties to the transactions (beneficiaries) specified in clauses 1–13 of this decision until they are performed
	3. Approval of a new version of the Programme to Divest Non-Core Assets of PJSC ALROSA	To approve the new version of the Programme to Divest Non-Core Assets of PJSC ALROSA pursuant to Appendix No. 3-1 to the Minutes
	4. Approval of the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2026	To approve the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2026 pursuant to Appendix No. 4-1 to the Minutes
	5. Information on implementation of the Information Policy of PJSC ALROSA in 2025	To take into consideration the information on implementation of the Information Policy of PJSC ALROSA in 2025
	6. Approval of the Work Plan of the Internal Audit Department of PJSC ALROSA for 2026, and information on the key performance indicators of the Internal Audit Department for 2026	1. To approve the Work Plan of the Internal Audit Department of PJSC ALROSA for 2026 pursuant to Appendix No. 6-1 to the Minutes 2. To approve the key performance indicators of the Internal Audit Department of PJSC ALROSA for 2026 pursuant to Appendix No. 6-2 to the Minutes
	7. Approval of the Procedure for Auditing the Industrial Safety Management System of PJSC ALROSA	To approve the Procedure for Auditing the Industrial Safety Management System of PJSC ALROSA pursuant to Appendix No. 7-1 to the Minutes
	8. Approval of the Industrial Safety Policy of PJSC ALROSA	To approve the Industrial Safety Policy of PJSC ALROSA pursuant to Appendix No. 8-1 to the Minutes
	9. Approval of the updated risk appetite statement of PJSC ALROSA	To approve the updated risk appetite statement of PJSC ALROSA pursuant to Appendix No. 9-1 to the Minutes

	10. Gratuitous transaction	To amend the decision of the Supervisory Board of PJSC ALROSA dated 20 August 2025 (Minutes No. 01/435-PR-NS) by restating item 2.6.12 of Section I "Charitable assistance (targeted financing), including" of Appendix No. 2-2 to the Minutes in the wording set out in Appendix No. 10-1 to the Minutes
Supervisory Board (29 December 2025), Minutes dated 30 December 2025 No. 01/443-PR-NS	1. Approval of the Consolidated Budget of PJSC ALROSA and the target KPIs for ALROSA Group for 2026	1. To approve the Consolidated Budget of PJSC ALROSA for 2026 pursuant to Appendix No. 1-1 to the Minutes 2. To approve the target KPIs of ALROSA Group for 2026 pursuant to Appendix No. 1-2 to the Minutes 3. In accordance with the Regulation on the System of Key Performance Indicators of PJSC ALROSA, Regulation on Remuneration of the Chief Executive Officer – Chairman of the Executive Committee and Regulation on Remuneration of the Members of the Executive Committee, to determine that the introduction by the Government of the Russian Federation in 2026 of export duties on rough diamonds and/or the establishment of obligations to provide discounts on rough diamonds to Russian customers shall be considered factors beyond the control of the executive management that have a material impact on the actual achievement of KPIs or meeting the bonus reduction indicators. These factors shall be taken into account by the Supervisory Board within the limits of the actual amount of customs duties paid and/or discounts granted when assessing the achievement of quarterly KPIs: revenues from sales of core products, earnings before deduction; annual KPIs: return on equity, margin on earnings before deduction; bonus reduction indicator – net debt / earnings before deduction 4. To instruct Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA, to ensure that a relevant directive of the Government of the Russian Federation stipulating the possibility for PJSC ALROSA not to pay (declare) dividends for 2025 is received
	2. Approval of gratuitous transactions and sponsorship contracts stipulated in the Consolidated Budget of PJSC ALROSA for 2026	1. To approve the limit on social expenses of ALROSA Group for 2026, including the limit on the provision of charitable assistance, other types of gratuitous transactions and sponsorship activities for 2026, pursuant to Appendix No. 2-1 to the Minutes 2. To approve the performance of transactions stipulated in the budget for the provision of charitable assistance, other types of gratuitous transactions and sponsorship activities for 2026, in accordance with Appendix No. 2-2 to the Minutes 3. Based on the performance for the first half of 2026, should the financial and economic indicators of ALROSA Group improve due to changes in market conditions, an increase in revenue from the sale of core products (including in the event of a decision to purchase rough diamonds from PJSC ALROSA, including using funds from a targeted budget loan from the Federal Budget), or the influence of other factors, to instruct Pavel Marinychev, CEO – Chairman of the Executive Committee, to submit proposals for increasing the funding of Non-Profit Organisation to RUB 800,000,000.00 (eight hundred million)
	3. Approval of a draft ALROSA Group Development Strategy for 2026–2030	1. To approve a draft ALROSA Group Development Strategy for 2026–2030 pursuant to Appendix No. 3-1 to the Minutes 2. To instruct Pavel Marinychev, CEO – Chairman of the Executive Committee of PJSC ALROSA: - to send the draft ALROSA Group Development Strategy for 2026–2030 to state authorities for approval in accordance with the established procedure; - upon agreement, to submit the final draft of the ALROSA Group Development Strategy for 2026–2030 to the Supervisory Board of PJSC ALROSA for the purpose of approval no later than 31 March 2026 according to the established procedure

Meetings of the Audit Committee

Minutes No. 128 dated 5 February 2025 (absentee vote)

1. Approval of gratuitous transactions
2. Report on the Progress of the Programme to Divest Non-Core Assets in Q4 2024

Minutes No. 129 dated 25 February 2025 (meeting)

1. Annual consolidated financial statements of PJSC ALROSA prepared in accordance with IFRS for 2024
2. Determination of the auditor's fee
3. Supplementing the decision of the Supervisory Board of PJSC ALROSA of 29 December 2022
4. Approval of the Risk Management and Internal Controls Policy of PJSC ALROSA
5. Consideration of the report on compliance with the principles and recommendations of the Corporate Governance Code
6. Approval of the report on major and interested-party transactions performed by PJSC ALROSA in 2024

Minutes No. 130 dated 18 March 2025 (meeting)

1. Results of procurement activity of PJSC ALROSA for 2024
2. Approval of the Annual Critical Risk Report for 2024 and the Action Plan to Minimise Critical Risks for 2025
3. Approval of the updated risk appetite of PJSC ALROSA

Minutes No. 131 dated 24 March 2024 (meeting)

1. Approval of the report on the implementation of the Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2024 and the updated Programme to Raise Operating Efficiency and Decrease Expenses of ALROSA Group for 2025 with forecast values for the period up to 2029
2. Information on the progress of measures to create an anti-corruption management system
3. Information on the implementation of the Information Security Strategy for 2024–2026 in 2024

Minutes No. 132 dated 28 March 2025 (meeting)

1. Opinion and Report of the Revision Commission of PJSC ALROSA on the review of PJSC ALROSA's financial and business activities for 2024
2. Consideration of the report on the performance of the Internal Audit Department of PJSC ALROSA for 2024
3. Approval of the reports on the results of reliability and effectiveness assessment of the risk management and internal controls system and the results of the assessment of corporate governance practices of PJSC ALROSA for 2024
4. Consideration of information on the implementation of the action plan to improve the RM&ICS for 2024, including statistics on the processing of reports submitted to the ALROSA Compliance Hotline and information on the business process register

Minutes No. 133 dated 31 March 2025 (meeting)

1. Approval of the report on the implementation of the Programme for Innovation Development and Technological Upgrade of PJSC ALROSA for 2024 and the updated Programme for Innovation Development and Technological Upgrade for the period up to 2028 with an outlook to 2030

Minutes No. 134 dated 7 April 2025 (absentee vote)

1. Annual financial statements of PJSC ALROSA for 2024
2. Assessment of audit reports, the efficiency of the external audit process and the independence of the external auditor
3. Proposal to the annual General Meeting of Shareholders of PJSC ALROSA regarding audit firm appointment

Minutes No. 135 dated 6 June 2025 (absentee vote)

1. Results of procurement activity of ALROSA Group for Q1 2025
2. Approval of a new version of the Regulations on Internal Audit of PJSC ALROSA
3. Approval of a new version of the Compliance Policy of PJSC ALROSA
4. Approval of the Work Plan of the Audit Committee of the Supervisory Board of PJSC ALROSA for the 2025–2026 corporate year

Minutes No. 136 dated 30 June 2025 (meeting)

1. Information on the action plan aimed at systemic improvement of OHS
2. Information on shortcomings in identifying unclaimed or illiquid materials for sale and write-off, together with proposals for corrective action
3. Information on the implementation of the transformation strategy for maintenance and repair operations (MRO) in 2024

4. Consideration of the results of work using the Quality Management System of PJSC ALROSA

Minutes No. 137 dated 11 August 2025 (absentee vote)

1. Condensed consolidated interim IFRS financial statements of PJSC ALROSA for 3M and 6M ended 30 June 2025

Minutes No. 138 dated 15 August 2025 (absentee vote)

1. Results of procurement activity of ALROSA Group for H1 2025
2. Approval of the Terms of Reference for Assessment of Implementation of ALROSA Group's Development Strategy and Fulfillment of Key Performance Indicators
3. Possible transition of PJSC ALROSA and its subsidiaries to tax control in the form of tax monitoring

Minutes No. 139 dated 22 September 2025 (meeting)

1. Audit results of the processes for conducting geological exploration and development exploration works at open-pit and underground primary deposits Resource base management
2. Results of the audit of the backup system
3. Key results of environmental audit projects
4. Consideration of the critical risk report of PJSC ALROSA for 6M 2025
5. Information on the progress of the transformation of procurement and logistics processes, including with reference to measurable indicators

Minutes No. 140 dated 23 September 2025 (absentee vote)

1. Approval of a transaction

Minutes No. 141 dated 24 October 2025 (meeting)

1. Results of the OHS audit at ALROSA Group assets
2. Results of the audit of end-to-end logistics processes involving the divisions of the Procurement Department of PJSC ALROSA
3. Information on the results of innovative activities

Minutes No. 142 dated 21 November 2025 (absentee vote)

1. Provision of independent guarantees by PJSC ALROSA
2. Approval of an interested-party transaction
3. Results of procurement activity of PJSC ALROSA for 9M 2025

Minutes No. 143 dated 15 December 2025 (absentee vote)

1. Information on the implementation of the Information Policy of PJSC ALROSA in 2025
2. Approval of interested-party transactions
3. Approval of a new version of the Programme to Divest Non-Core Assets of PJSC ALROSA
4. Approval of the Action Plan to Divest Non-Core Assets of PJSC ALROSA for 2026
5. Approval of the Audit Plan for the consolidated IFRS financial statements of PJSC ALROSA and its controlled companies and the individual RAS financial statements of PJSC ALROSA for 2025

Minutes No. 144 dated 16 December 2025 (meeting)

1. Discussion of information on the progress of major investment projects of ALROSA Group in Q3 2025
2. Internal audit development strategy for 2026–2028, report on the implementation of the roadmap for applying approaches to internal audit function development for 2023–2025
3. Approval of the Work Plan of the Internal Audit Department of PJSC ALROSA for 2026, and information on the key performance indicators of the Internal Audit Department for 2026
4. Approval of the updated risk appetite of PJSC ALROSA
5. Approval of the Industrial Safety Policy of PJSC ALROSA
6. Approval of the Procedure for Auditing the Industrial Safety Management System of PJSC ALROSA

Meetings of the HR and Remuneration Committee

Minutes No. 140 dated 12 February 2025 (absentee vote)
1. Approval of reports on the achievement of individual targets and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA 2. Assessment of the composition of the Supervisory Board of PJSC ALROSA in terms of independence
Minutes No. 141 dated 27 March 2025 (absentee vote)
1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q4 2024 (cumulative total from the start of the year)"
Minutes No. 142 dated 1 April 2025 (absentee vote)
1. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the annual key performance indicators of ALROSA Group for 2024"
Minutes No. 143 dated 7 April 2025 (absentee vote)
1. Results of the external assessment of the performance of the Supervisory Board of PJSC ALROSA 2. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Payment of remuneration for the work on the Supervisory Board of PJSC ALROSA" 3. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Payment of remuneration for the work on the Revision Commission of PJSC ALROSA" 4. Confirmation of compliance of the persons nominated as candidates for the Supervisory Board of PJSC ALROSA with the requirements of clause 5.3 of the Corporate Governance Code of PJSC ALROSA
Minutes No. 144 dated 25 April 2025 (absentee vote)
1. Compliance of candidates nominated to the Supervisory Board of PJSC ALROSA with the independence criteria
Minutes No. 145 dated 16 May 2025 (absentee vote
1. Some business matters of PJSC ALROSA
Minutes No. 146 dated 29 May 2025 (absentee vote)
1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q1 2025 (cumulative total from the start of the year)" 2. Approval of the report on the achievement of individual targets in Q1 2025 and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA 3. Amendments to the Regulation on the Corporate Secretary of PJSC ALROSA
Minutes No. 147 dated 11 June 2025 (meeting)
1. Organisational and staffing measures related to the suspension of operations at the Verkhne-Munskoye deposit 2. Information on the progress of the succession system project for Top 100 managers 3. Approval of the Work Plan of the HR and Remuneration Committee of the Supervisory Board of PJSC ALROSA for the 2025–2026 corporate year
Minutes No. 148 dated 31 July 2025 (absentee vote)
1. Orientation Programme for Newly Elected Members of the Supervisory Board of PJSC ALROSA 2. Approval of the report on the achievement of individual targets in Q2 2025 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA 3. Recommendations to the Supervisory Board of PJSC ALROSA on the item "Assessment of the performance of the Supervisory Board of PJSC ALROSA and Supervisory Board Committees"
Minutes No. 149 dated 15 August 2025 (absentee vote)
1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item "Report on achievement of the quarterly key performance indicators of ALROSA Group for Q2 2025 (cumulative total from the start of the year)"
Minutes No. 150 dated 24 October 2025 (absentee vote)
1. Assessment of the composition of the Supervisory Board of PJSC ALROSA in terms of independence 2. Approval of the report on the achievement of individual targets in Q3 2025 (cumulative total) and assessment of performance (performance of functional duties) of the Corporate Secretary of PJSC ALROSA
Minutes No. 151 dated 5 November 2025 (absentee vote)
1. Position of PJSC ALROSA (representatives of PJSC ALROSA) on the items on the agenda of the meeting of the Board of Directors of the subsidiary

Minutes No. 152 dated 14 November 2025 (absentee vote)
1. Recommendations to the Chairman of the Supervisory Board of PJSC ALROSA on the item “Report on achievement of the quarterly key performance indicators of ALROSA Group for Q3 2025 (cumulative total from the start of the year)”
Minutes No. 153 dated 17 November 2025 (meeting)
1. Individual appointments at PJSC ALROSA 2. Information on the segmented risk map broken down by profession and position 3. Information on HR computerization and automation initiatives of PJSC ALROSA
Minutes No. 154 dated 11 December 2025 (absentee vote)
1. Approval of individual quarterly and annual KPIs for the Corporate Secretary of PJSC ALROSA for 2026

Meetings of the Strategy and Sustainability Committee

Minutes No. 85 dated 14 February 2025 (meeting)

1. Exploration activity of PJSC ALROSA
2. Multifunctional office complex to house ALROSA’s Branch United Selling Organisation

Minutes No. 86 dated 1 April 2025 (meeting)

1. Report on the implementation of the Action Plan for ALROSA Group’s Sustainability Programme for 2024
2. Report on the implementation of the Plan for PJSC ALROSA’s Transition to Using Domestic Software for 2024
3. Report on Achievement of the Annual Key Performance Indicators of ALROSA Group for 2024
4. Some business matters

Minutes No. 87 dated 29 March 2025 (absentee vote)

1. Approval of proposals based on the results of assessing the implementation of ALROSA Group’s Long-Term Development Programme for 2024–2028 and the achievement of key performance indicators in 2024

Minutes No. 88 dated 8 August 2025 (meeting)

1. Performance results of ALROSA Group for H1 2025 and performance forecast of ALROSA Group for 2025
2. Approval of gratuitous transactions and sponsorship contracts stipulated in the Consolidated Budget of PJSC ALROSA for 2025, considering the corrective measures to optimise ALROSA Group’s social expenses

Minutes No. 89 dated 18 December 2025 (meeting)

1. Approval of the Consolidated Budget of PJSC ALROSA and the target KPIs for ALROSA Group for 2026
2. Approval of gratuitous transactions and sponsorship contracts stipulated in the Consolidated Budget of PJSC ALROSA for 2026
3. Approval of a draft ALROSA Group Development Strategy for 2026–2030