

UPDATED  
2026

# EPSO-G group strategy 2035



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## Legal disclaimer

The statements and indicators outlined in this document are expectations for the future. The information provided is based on the current knowledge, expectations, and assumptions of the "EPSO-G" group of companies (hereinafter – the Group), including Amber Grid, regarding future events and trends that may affect Amber Grid operations.

Forward-looking statements include information about Amber Grid expected performance, business strategies, contractual relationships, competitive environment, operating conditions, potential growth opportunities, future regulatory impacts, competitive effects, and similar matters. Although Amber Grid believes the estimates and forecasts presented are reasonable, there are risks, uncertainties, and other significant factors beyond the Company control. These could cause actual results or achievements to differ substantially from those planned.

The realization of the goals set forth in this document may be influenced by changing legal requirements, cost-benefit analyses, and other research findings. Investment volumes and financial forecasts have been calculated based on the information currently available to Amber Grid future decision-making may change in response to external circumstances beyond the control of the Amber Grid. The strategy is reviewed annually and updated as needed.

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# We are creating the future of Lithuanian energy

We are participants of global energy changes. Global energy trends are changing rapidly, and energy transformation is gaining momentum in Lithuania. The National Energy Independence Strategy outlines a clear direction - to provide ourselves with energy resources, develop high-value exports, ensure energy security, a climate-neutral economy, so that energy changes reach all consumers. Amber Grid sees itself as a reliable partner on this path of change, creating a hydrogen network, a carbon dioxide ecosystem, further actively developing green gas connection to the transmission network, developing markets and strengthening relationships with existing and future customers.

Looking to the future, we must also take care of the present. We can see that for more than a decade gas will be an important energy resource both to the Lithuanian market and to a regional and European scale. Well-developed infrastructure and international flows oblige us as strategic partners to take care of our customers, the gas transmission system, its security, anticipate possible threats, protect and educate communities living close to gas networks.

In the updated Amber Grid strategy, together with the companies of the EPSO-G group, we have refined the common mission of the group - to accelerate energy independence and enhance system security, the vision - to enable the transformation of the energy industry while simultaneously safeguarding national security interests. In order to achieve our goals, we defined the main directions - to drive future infrastructure, to provide reliability and security, to be vital and skilled strategic partner. We use a variety of enablers to achieve strategic change and goals: financing, innovation and digitization, partnerships, asset development and management, and improving supply chains and procurement.

We are already preparing for changes in the energy system - we would not be able to implement them without the basis of our organization and the main enablers - our people. We are already educating employees to develop new infrastructure, we are raising competences of green energy technologies, we are cooperating with international partners in creating a common European hydrogen network, and we are participating in energy initiatives.

We believe that by joining forces with our partners, the Group's companies, we will successfully develop a dynamic energy sector, contributing to the creation of economic benefits for our country and Europe.

# 01

## Amber Grid in brief



# Our core business

## Is essential for the energy transition and security of supply

We are the operator of the Lithuanian natural gas transmission system, responsible for the transmission of natural gas to consumers, operation, maintenance and development of the infrastructure.

### Key figures in 2024

<b>345</b> employees	<b>74.6</b> M Eur revenues	<b>26.5</b> M Eur EBITDA <sup>1</sup>
<b>8.3</b> M Eur adj. net profit <sup>1</sup>	<b>17</b> TWh transported for domestic needs	<b>38</b> TWh transported to adjacent systems

<sup>1</sup> Regulated revenue, expenses and profitability indicators are recalculated due to temporary regulatory deviations from the regulated profitability indicator approved by the Council, revaluation of non-current assets and other gain/loss from non-ordinary activities.

### Transmission infrastructure

We deliver and manage critical infrastructure to enable secure and sustainable energy



### System operation

We ensure safe and reliable operation of an integrated energy system



### Market development

We facilitate market conditions through creation infrastructure interconnections and transparent rules for market functioning

### Guarantees of origin


We facilitate favorable conditions for the development of gas produced from RES

## We are part of the state-owned energy transmission and exchange group EPSO-G

EPSO-G

 Litgrid  
Lithuania's electricity TSO


 Amber Grid  
Lithuania's gas TSO


 ENERGY CELLS  
Energy storage system operator

 Baltic RCC  
Regional Coordination Center

 TETAS  
Electricity network construction and maintenance

 EPSO-G Invest  
Project management and investment

 Baltpool  
Biomass and timber exchange

 TSO Holding  
Minority shareholder of Nord Pool power exchange

 Rheinmetall defense Lietuva

## Our people

Ensure energy security of Lithuania

Ensure integrated and efficient management of operations

Enable implementation of Lithuania's and the European Union's sustainable energy strategies

# We have enabled

## A sustainable and effective energy exchange and secured solid ground for the energy transformation



### Solid commitment to sustainability

In enabling a climate-neutral energy transition and creating a progressive and sustainable organisation



### Accelerating renewable energy

By providing clear conditions and processes for biomethane producers to access the system and participate in the RES market



### Interconnecting energy system

Integrated with EU gas markets



### Creating energy exchanges

Scaled-up in the region with gas exchange

### Solid track record in executing large projects

We aim to strengthen the gas transmission system. Over the past years, we implemented important strategic projects for the country and the region. In this way, we ensure the security of the country, reliable gas transmission to both Lithuania and the Baltic region. Using EU support, we applied innovative solutions in the gas system and modernized it.



**Klaipėda-Kuršėnai 2015**

The gas pipeline for enabling diversification of gas sources for Baltics



**GIPL - 2022**

The gas pipeline between Lithuania and Poland



**ELLI – 2022**

The Enhancement of Latvia-Lithuania interconnection



**21 project 2016-2023**

of system reconstruction and modernization co-financed from ERDF

# 02

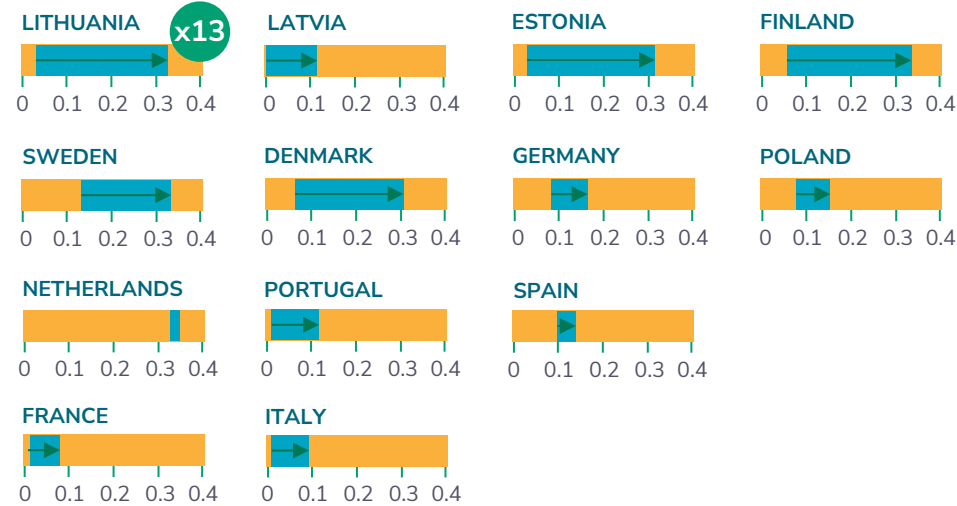
## Strategic context



# The energy transformation of the Baltic states lays the foundation for integrated growth in green energy and industry

Annual new wind and solar capacity installation per capita in selected European countries from start 2020 to end 2023 (kW/cap)\*

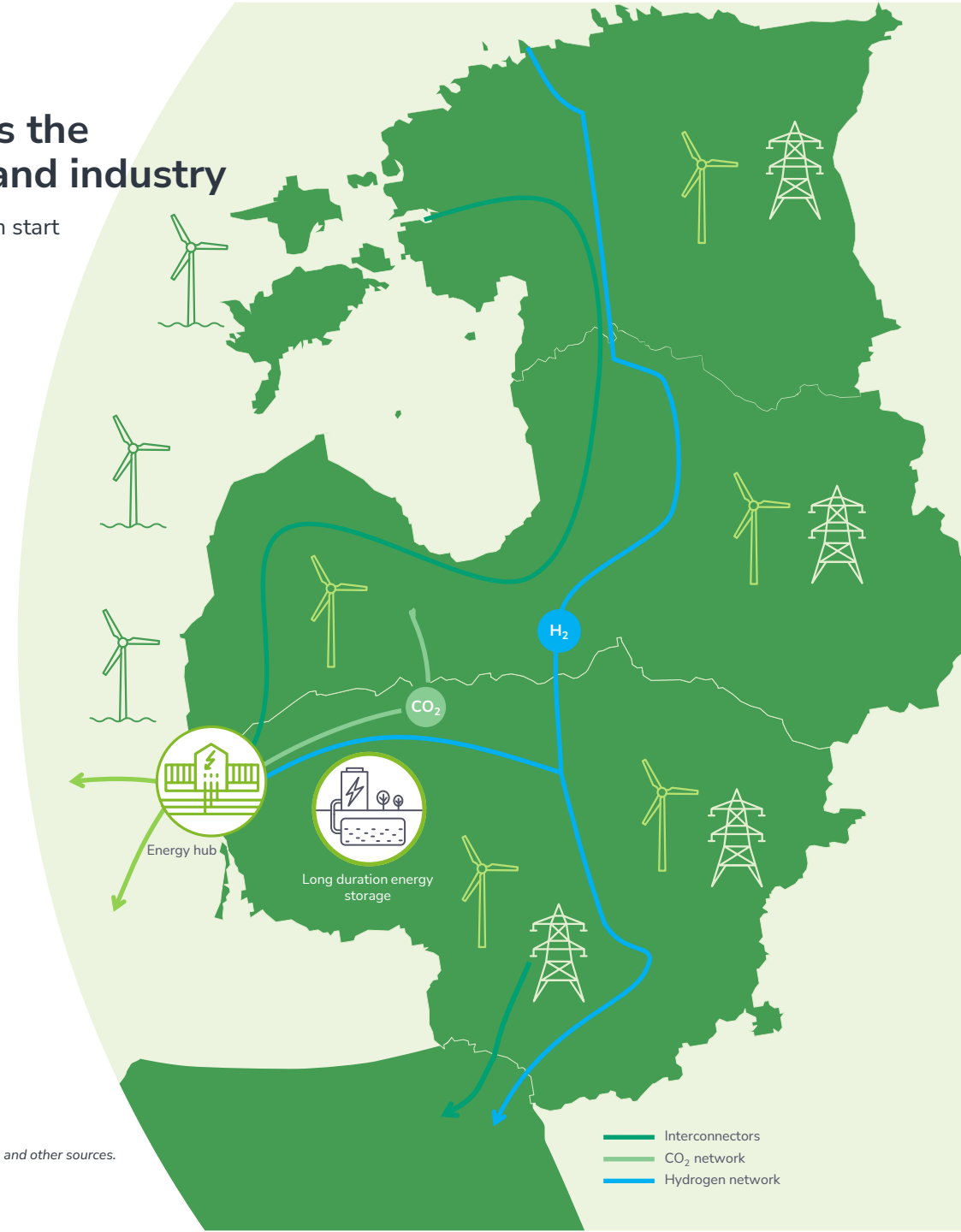
2020–2023 m.



## Regional trends

- The Baltic region is currently the leader in Europe for Renewable Energy Sources (RES) capacity additions per capita
- The greatest concerns are threats to regional security, supply chain issues, and volatile commodity prices, but these are offset by a stable policy promoting RES
- Regional cross-border integration, new transmission infrastructure, growth of demand via electrification and flexibility resources are needed to maintain development of RES and zero-carbon technologies

Source: ENTSO-E Transparency Platform; PCI-PMI Transparency platform; Lithuania Energy System Transformation to 2050 study, LITGRID (for Lithuania only), and other sources.  
 \*Note: data takes the first day of the year. Lithuania 2020: additional 72 MW, 2,809,977 population. Lithuania 2023: additional 934 MW, 2,857,279 population.



— Interconnectors  
— CO<sub>2</sub> network  
— Hydrogen network

# Complex global dynamics are shaping our environment



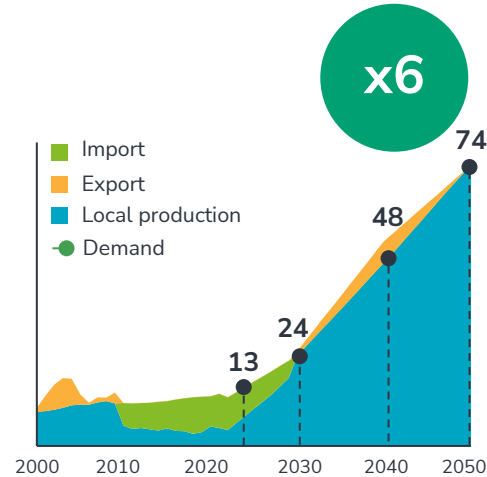
# Lithuania has approved its National Energy Independence Strategy

The aim is for RES capacities to grow rapidly, and for demand and energy exports to increase. Lithuania's goal is to transition from fossil methane to green gases. The expansion of RES requires greater system flexibility, utilizing intersystem connections and other cross-sectoral flexibility measures.

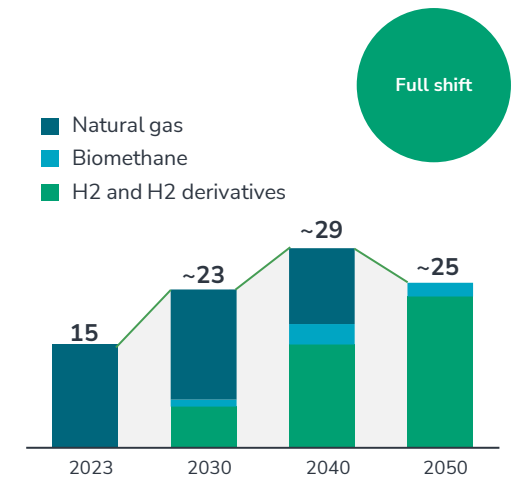
## An ambitious national strategy

To become a country that produces energy for its own needs and exports it by 2050, creating a climate-neutral and high value-added energy industry.

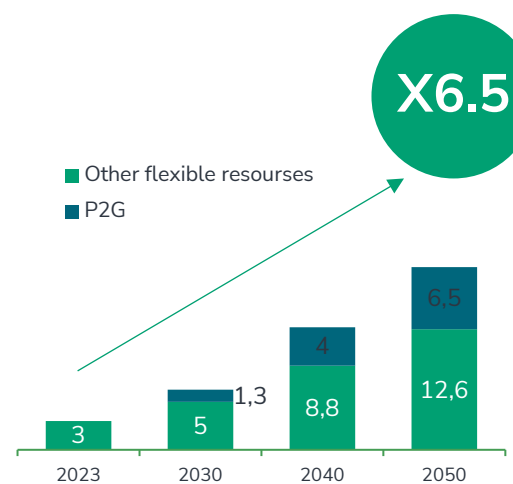
Lithuanian electricity demand and supply outlook, TWh



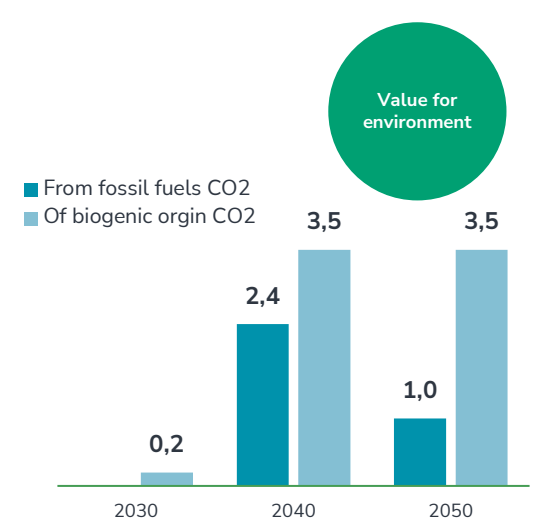
Lithuanian methane and green gases demand outlook, TWh



Lithuanian flexible resources (excl. interconnections), GW



CO2 collection potential in Lithuania, M t/y



# 03

## Mission and commitments





We  
exist

## OUR PURPOSE

To power a confident and  
green future in an ever-  
changing world



We  
seek

## OUR VISION

To enable the transformation of  
the energy industry while  
simultaneously safeguarding  
national security interests



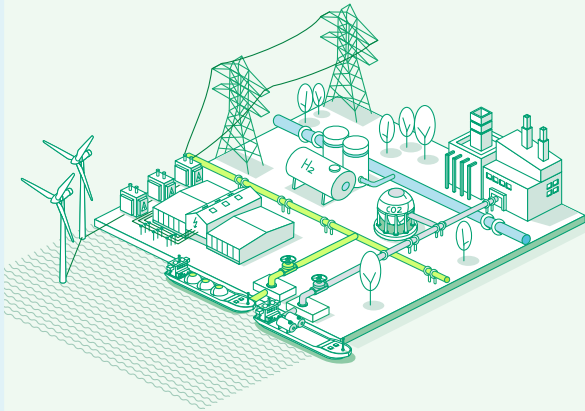
Our action  
now

## OUR MISSION

To accelerate energy  
independence and enhance  
system security

# Our three fundamental commitments

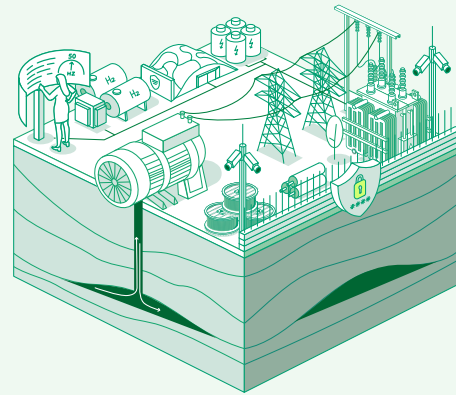
## Driver of tomorrow's Infrastructure



1

We see the transformation of the energy sector as a **fundamental change**. Our goal is **to provide the infrastructure** upon which the **net-zero energy system** will be based

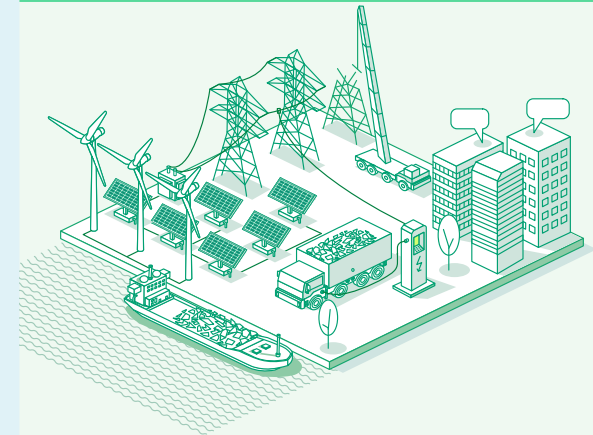
## Provider of security and reliability



2

We aim to **enhance security and reliability** within and beyond the energy sector, strengthening **system flexibility** and **national security**. Our work is essential for a reliable future

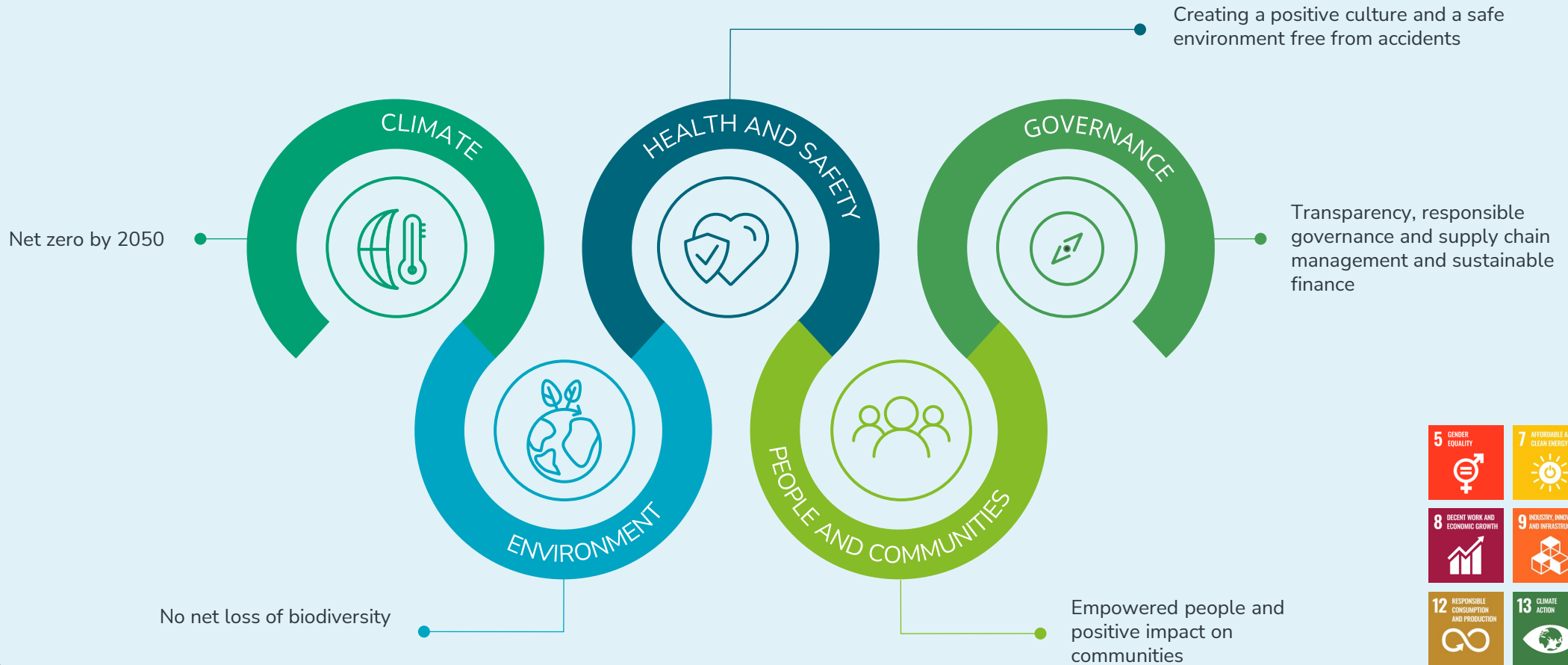
## Vital and skilled strategic partner



3

**Energy transformation** requires a systemic and **close cooperation** of various industry peers, investors and governments. Our goal is **to be a vital partner** in developing low-carbon infrastructure and markets.

# We adhere to governance principles oriented towards a sustainable future



Our business strategy directly targets 7 UN SDGs while contributing to all the others

# Building a stronger organisation for our people

Focusing on a unified group culture, identity and people growth

We are targeting:



Building a unified Group culture and identity



To be an employer of choice for employees



Ensure development and growth of our people

## Organisational capability and sustainability

We develop capabilities to enable the energy transformation. We refine our work environment and processes and interact with education institutions



Identification and application of future competences, reskilling employees and ensuring succession



Matrix leadership focused development



Promote energy profession



Creating new tools to attract and maintain workforce data-driven decisions in employment relations

## Leadership and talent growth

We rely on our ability to constantly learn for the Group and its people to flourish. We will focus on creating opportunities to further develop talents and leadership skills



Attracting, developing, and retaining talent



Focused development of professionals, attracting competences internationally



Empowering the personal leadership of team members



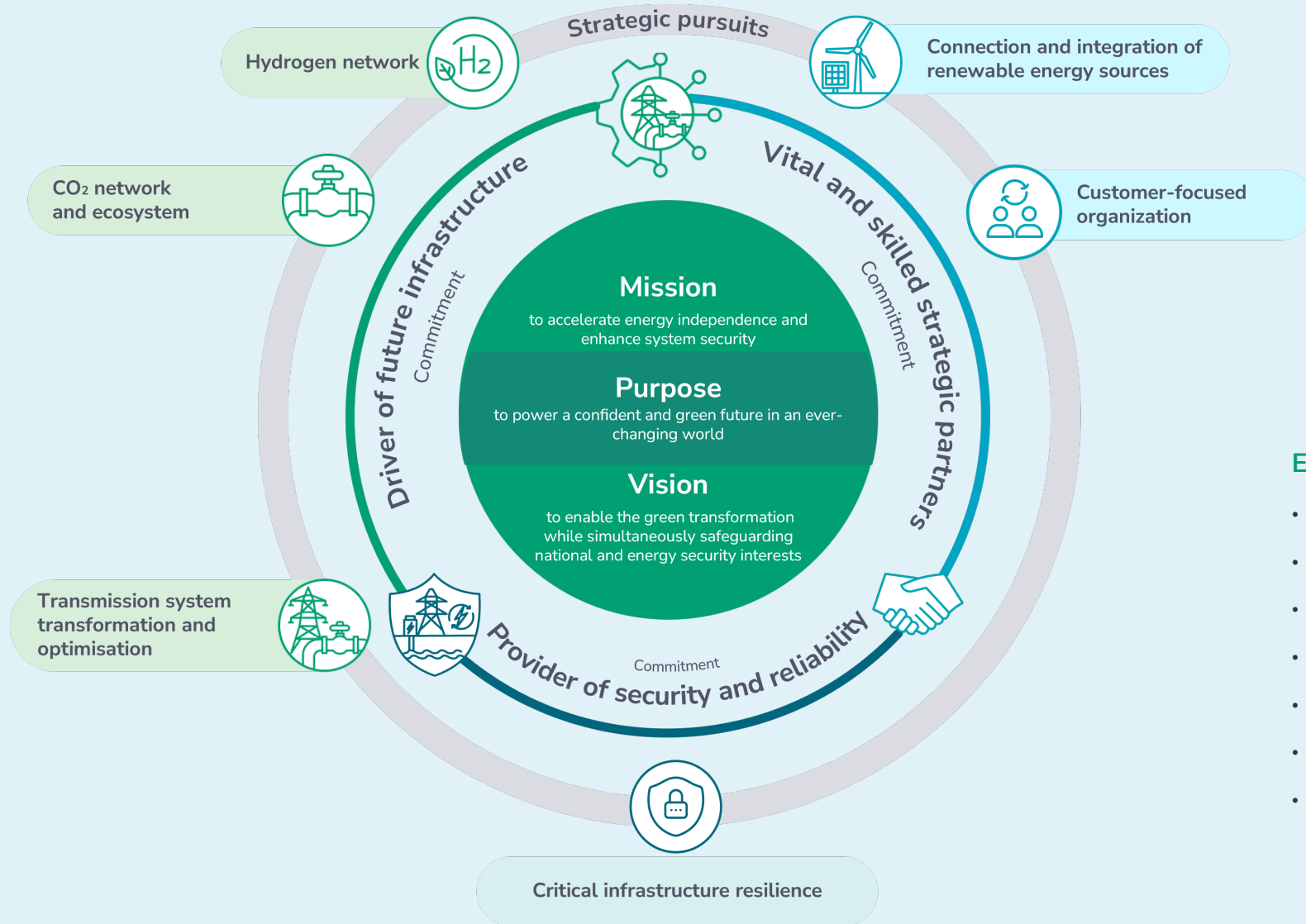
Ensure transparency, diversity and engagement

# 04

## Strategic framework and strategic pursuits



# Our strategic framework



## Enablers:

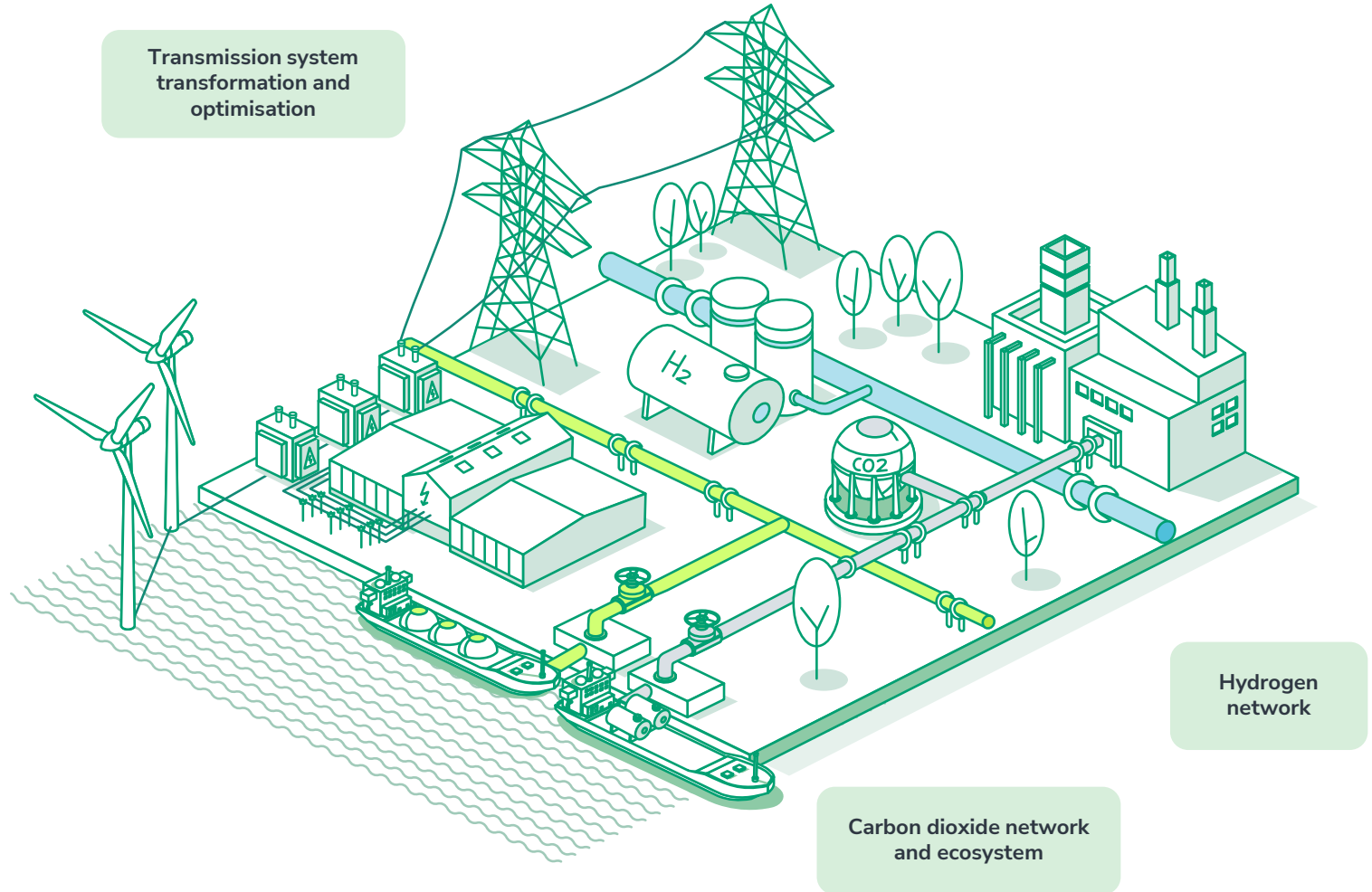
- People, culture & capabilities
- Financing
- Partnership
- Asset delivery & management
- Supply chain & procurement
- Innovation & digitalization
- Energy market development

# Driver of tomorrow's infrastructure

- We see the transformation of the energy sector as a fundamental change
- We support increasing connectivity across existing and new energy vectors
- We are leading the way for successful integration of the new energy vectors like hydrogen (H<sub>2</sub>), carbon dioxide (CO<sub>2</sub>) and synthetic green gases

## 1 OBJECTIVE

to adapt and build the infrastructure upon which the future of energy will be based



# Lithuanian energy strategy 2050

Implementing the energy transformation requires the creation of new transmission networks, transformation and optimisation of the gas transmission system

≥ 24 TWh

Green H<sub>2</sub> production

≥ 9 TWh

Green H<sub>2</sub> derivatives

≥ 65 TWh

Demand for gas transmission

Potential investments until 2035

1.9 B EUR

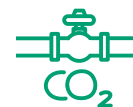
## We promote greater system interoperability and the integration of existing and new energy vectors



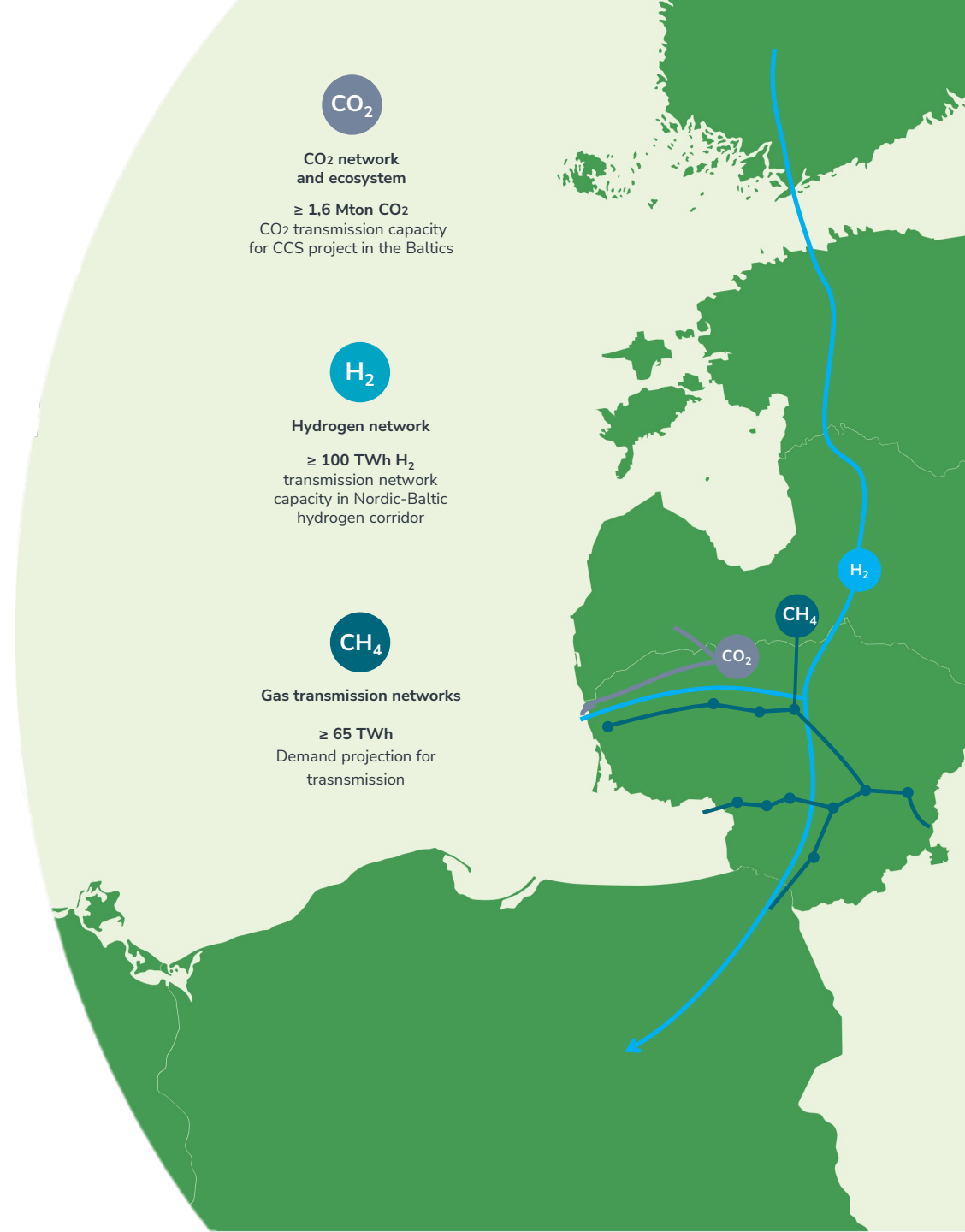
We are preparing for the **transformation of the gas system** to ensure its future-proofing, safety and reliability. We will assess technical infrastructure changes and initiate changes and explore opportunities to adapt the gas network to other alternatives.



We are creating a **hydrogen transportation infrastructure** that will stimulate the development of the Lithuanian hydrogen ecosystem. The Lithuanian hydrogen network is very important in creating conditions for hydrogen transit along the Nordic-Baltic corridor.



We are exploring the possibilities of **creating a CO<sub>2</sub> network** for the development of a climate-neutral and high-value-added ecosystem and industry.

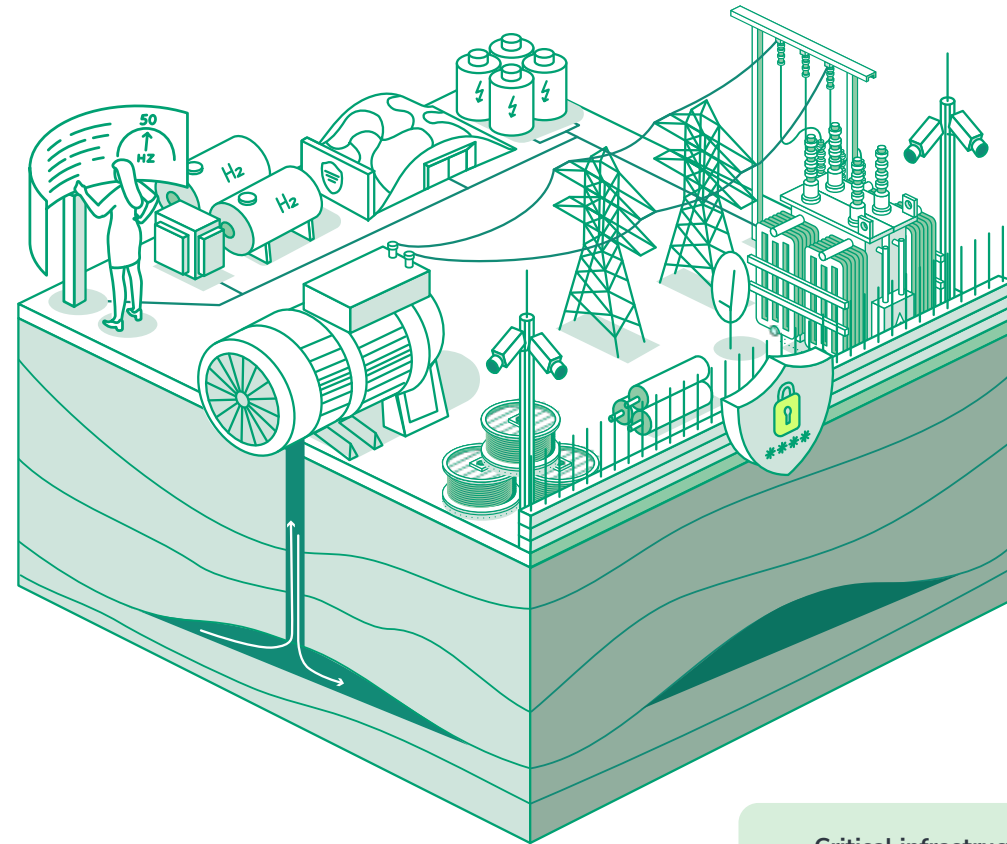


# Provider security and reliability

- Our activities are integral to ensuring a reliable future
- We are creating a more resilient and flexible energy system
- We are taking additional actions within and beyond our operations to strengthen national security

## 2 OBJECTIVE

enhance security and reliability within and beyond the energy sector, strengthening system flexibility and national security



Critical infrastructure  
resilience

# Provider of security and reliability

## Safeguarding resilience of critical infrastructure

We strengthen the safety of our assets against physical and cyber threats, and act as a strategic partner for national security initiatives.

### Cyber & physical security

Energy system

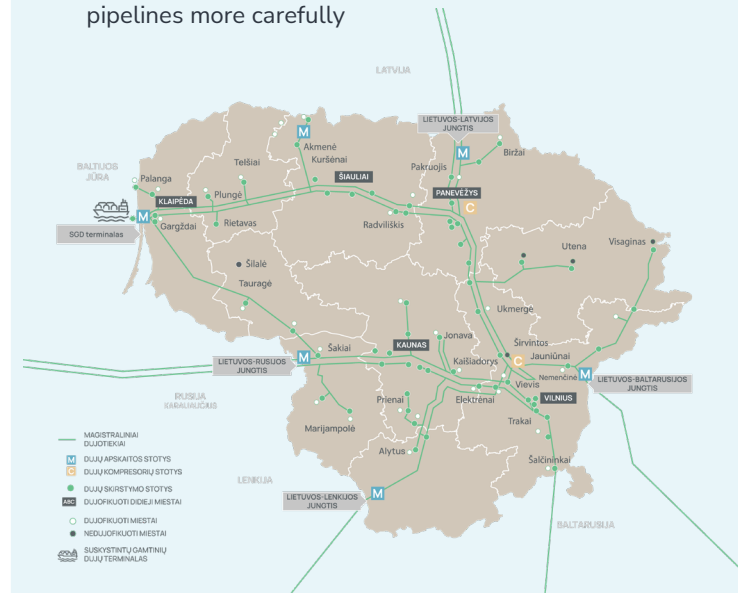
### National security

Partnerships & projects

## We are increasing safety and reliability in the energy sector and beyond, strengthening system resilience and national security

- We strengthen physical security by installing drone protection systems, ensuring contingency reserves and the presence of personnel and equipment
- We strengthen cybersecurity by ensuring the latest digital security measures for critical transmission network assets, implementing advanced cybersecurity programs, and continuously educating employees and partners
- By reorganising critical sections of the main gas pipeline, paying attention to determining the depth of gas pipelines and their deepening, we strengthen the safety and reliability of the transmission system
- By consistently maintaining gas pipelines, monitoring gas parameters in the transmission system, organising emergency exercises, improving the emergency management plan, and cooperating with transmission operators in neighboring countries, distribution and LNG terminal operators, we ensure the security of the gas transmission system.

Ensuring that residents, businesses and people's property near gas pipelines remain safe even in the event of a minor accident, we are conducting information campaigns to increase their awareness of gas pipeline protection zones, safety-enhancing area classes, and applicable building codes. We hope that this knowledge will encourage the public to plan their activities near gas pipelines more carefully

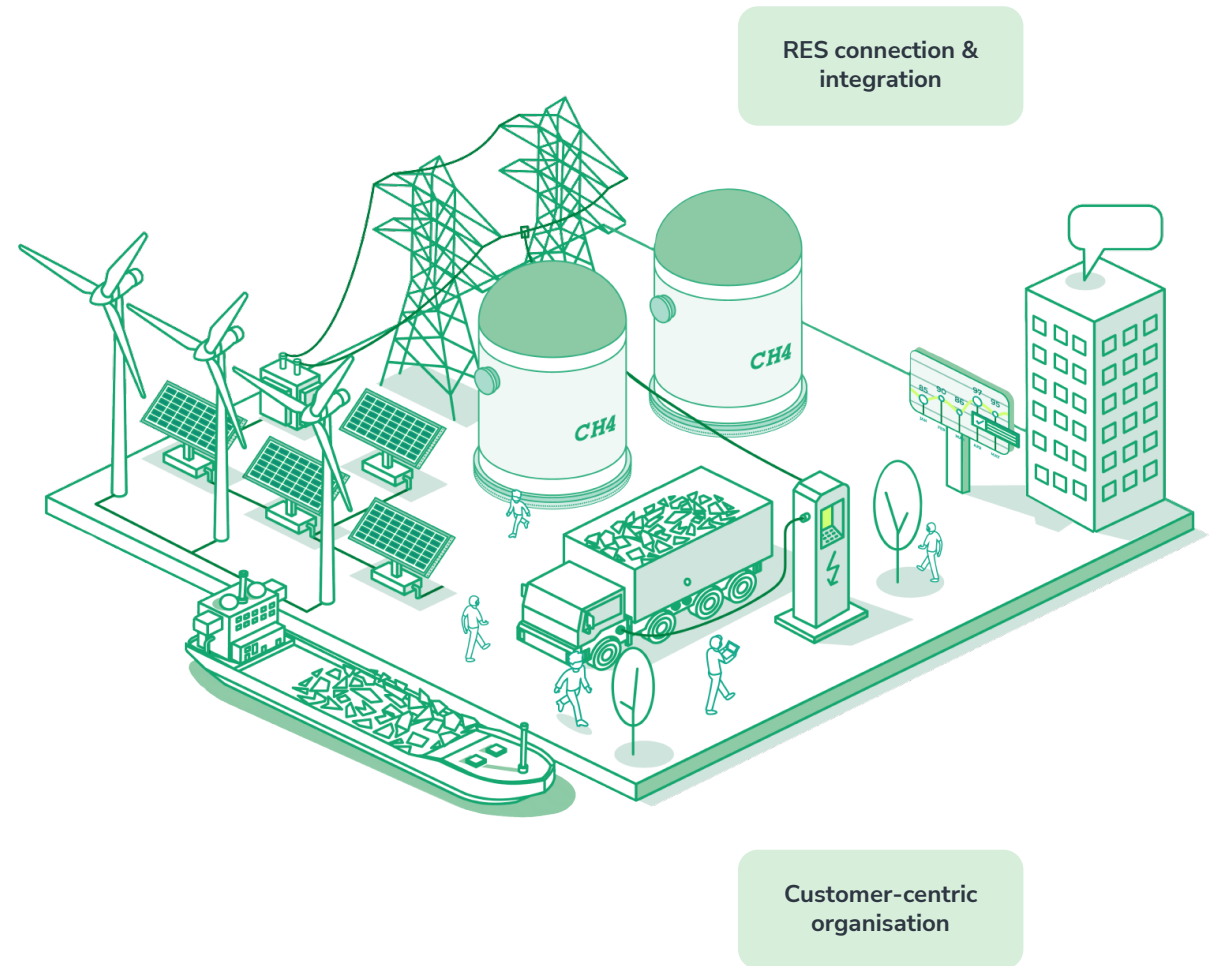


# Vital and skilled strategic partner

- Energetikos transformacija reikalauja glaudaus įvairių pramonės šakų atstovų, investuotojų ir valdžios institucijų bendradarbiavimo
- Skatiname glaudų bendradarbiavimą, siekdami maksimaliai išnaudoti atsinaujinančių išteklių energijos potencialą tiek šalies viduje, tiek Baltijos jūros regione
- Skatiname skirtingų sektorių integraciją ir sinergiją

## 3 OBJECTIVE

Be a vital partner in developing low-carbon infrastructure and markets



# Vital and skilled strategic partner

3.4 TWh

Biomethane production (2040)

≥ 80 TWh

Customer experience evaluation (GCSI)

The Lithuanian Register of guarantees of origin for RES gas connection to European schemes (2025-2026)

Transparent and non-discriminatory new markets functioning models and rules created

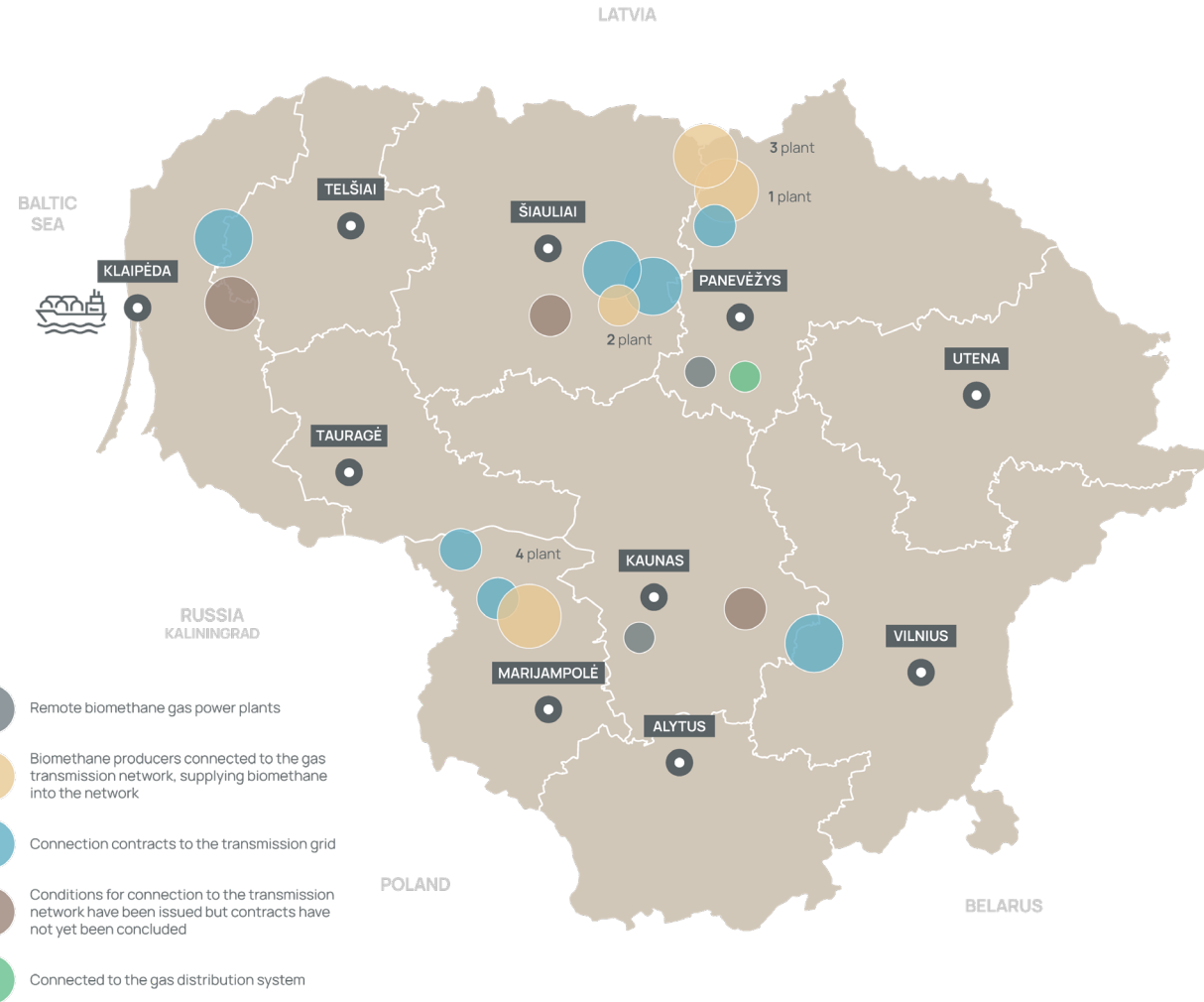
## Renewable energy connection & integration

We connect biomethane producers to existing networks, accelerating the development of renewable energy in Lithuania. **The integration of biomethane into the overall energy system** is now one of the main energy goals of European countries, and for Amber Grid's customers it is a key future development opportunity.

## Customer-centric organisation

We focus on **strengthening approach to our customer and developing future customer service competence**, and we strive to ensure a reliable partnership for all current and future customers on the path of energy transformation.

When evaluating existing services and the ongoing energy transformation, new infrastructure development initiatives, we must be ready to respond to changing customer expectations. Therefore, we constantly study customer experience and accordingly set priorities that meet expectations.



# 05

## Key enablers



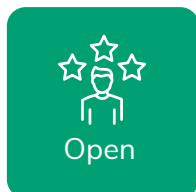
# Culture & capabilities

**Our people are our greatest strength:** their expertise, initiative and commitment to driving change contribute every day to the country's energy independence and the development of sustainable infrastructure.

**30%**

Our team will grow bringing in Lithuanian and international talent

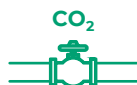
Lithuania's energy future is driven by our people with unified values:



## Areas driving business growth



Renewables



Carbon dioxide transportation, storage & utilisation



Hydrogen and its products integration and/or transportation

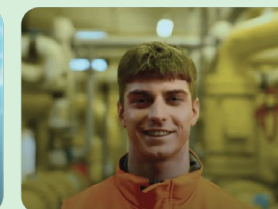


„Power to X“ technologies

In 2025, we joined the Diversity Charter, committing to consistently strengthening the implementation of diversity, equity and inclusion principles within the organization.



**75%** employee engagement rate in 2025



# Our key enablers

## 1 Financing



- Diversified funding base
- Strong relationships with capital providers
- Prioritisation of investments that have the highest return and impact

## 2 Partnerships



- With other companies in the energy and other sectors
- With local and EU regulation institutions and organisations
- With academic organisations

## 3 Supply Chain & Procurement



- Diverse range of suppliers
- Leveraging collective buying power
- Utilising a wide range of procurement platforms

## 4 Asset Delivery & Management



- Advanced project management
- Digital asset management tools
- Proactively managing portfolio-level risks

## 5 Innovation & Digitalisation



- Cutting-edge technologies for value creation
- From 'big data' to 'smart data'
- Digital literacy & Culture to exploit opportunities

## 6 Energy Market Development



- Established cross-border H<sub>2</sub> infrastructure and market rules
- Established cross-border CO<sub>2</sub> infrastructure and analyzed possibilities for creating a market
- Joining European Guarantees of Origin schemes

# 06

## Strategic roadmap and KPIs

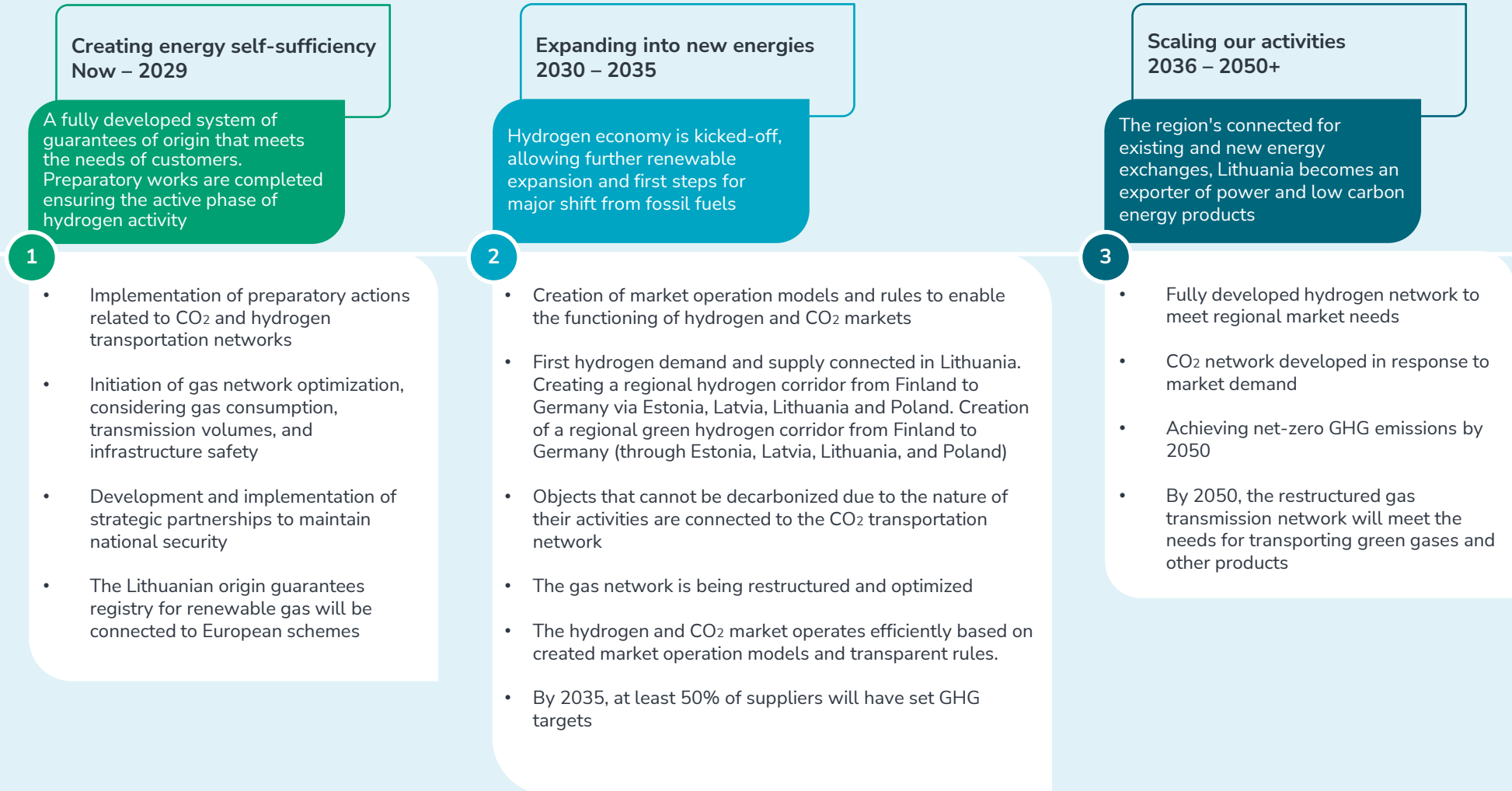


# Describing 2035 success: value proposition for our stakeholders

<b>SOCIETY</b> thrives in a sustainable economy	<b>CLIENTS</b> experience seamless and high quality services	<b>OUR PEOPLE</b> Are empowered	<b>FOUNDERS AND INVESTORS</b> unlock new possibilities and reap the rewards	<b>PARTNERS</b> collaborate for success
<p><b>-50 %</b> GHG gas emission (Scope 1 and 2) reduction by 2030, reaching net-zero by 2050</p> <p><b>Ensured safety of people</b> 0 accidents for those living near gas infrastructure</p>	<p><b>0 unplanned gas interruptions</b> Uninterrupted gas transmission and fast fault recovery</p> <p><b>≥ 80 points</b> Global Customer Satisfaction Index (GCSI) as a leading companies rating scores</p>	<p><b>Safe, positive, and accident free workspace and culture</b> 0 severe and fatal accidents for employees and contractors</p> <p><b>≥ 70 %</b> Employee engagement rate maintained</p> <div data-bbox="1141 962 1447 1105">  <p>Top Employer certificate</p> </div>	<p><b>≥ 84 M EUR</b> Adjusted EBITDA</p> <p><b>90–110 %</b> Execution of the CAPEX plan</p> <p><b>Hight single digit</b> Average adjusted ROE</p>	<p><b>≥ 26 TWh/year</b> International H<sub>2</sub> transmission capacity in 2035, reaching 100 TWh/ year by 2050</p> <p><b>≥ 1,6 Mt</b> International transmission capacity for CO<sub>2</sub> captured by cement producers by 2035</p> <p><b>~1,4 TWh</b> Of RES gases injected into the gas grid in 2035, compared to 0.13 TWh in 2024</p>

**We are creating a sustainable and reliable future in an ever-changing world**

# Our roadmap delineates three distinct time horizons, each with unique outcomes built on the successes of its predecessors



# 07

## Financial outlook



# Our CAPEX investment goal

Investments to be financed through multiple funding sources, such as:



**Maximize**  
EU & external funding

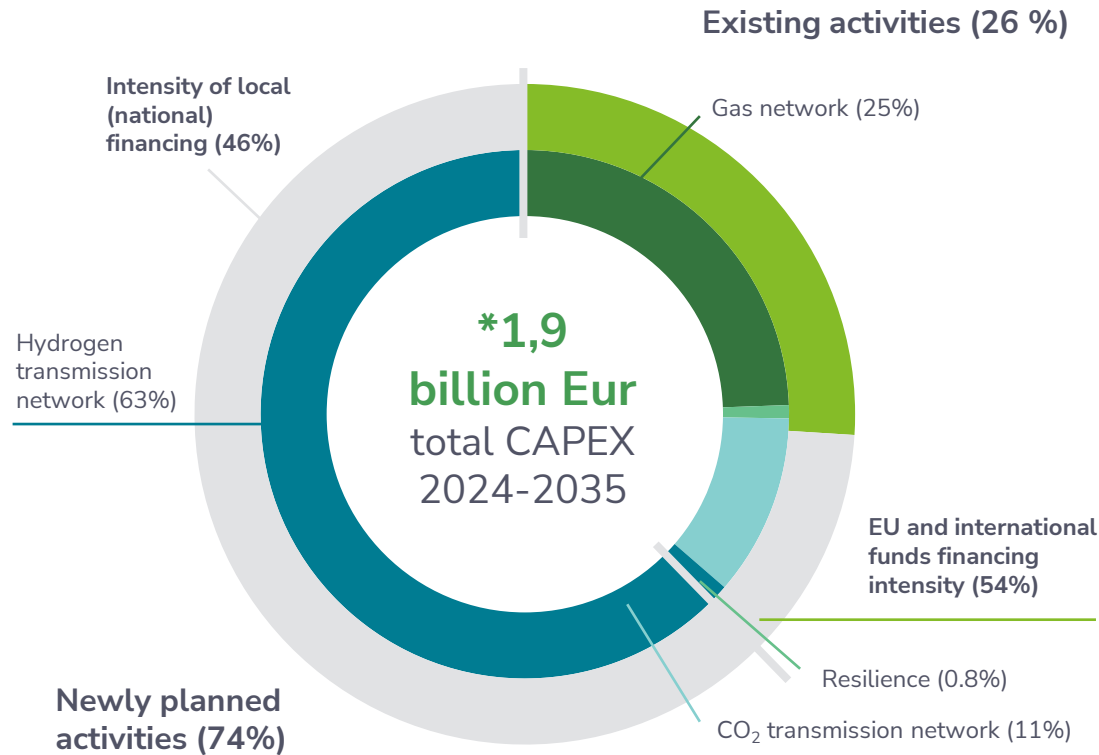


**Introduce**  
Partnerships



**Optimization**  
of debt and equity

## Planned distribution of investments by existing and planned activities until 2035, B EUR



\* CAPEX projections based on the latest best estimate.

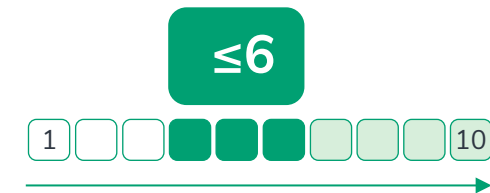
## Profitability

We will maintain the Company's **profitability** for the shareholders



## Net debt/ adjusted EBITDA

Long-term perspective ≤6, however during implementation of new H<sub>2</sub> transmission network leverage ratio will be higher than 6. The ratio of existing activities all time ≤6



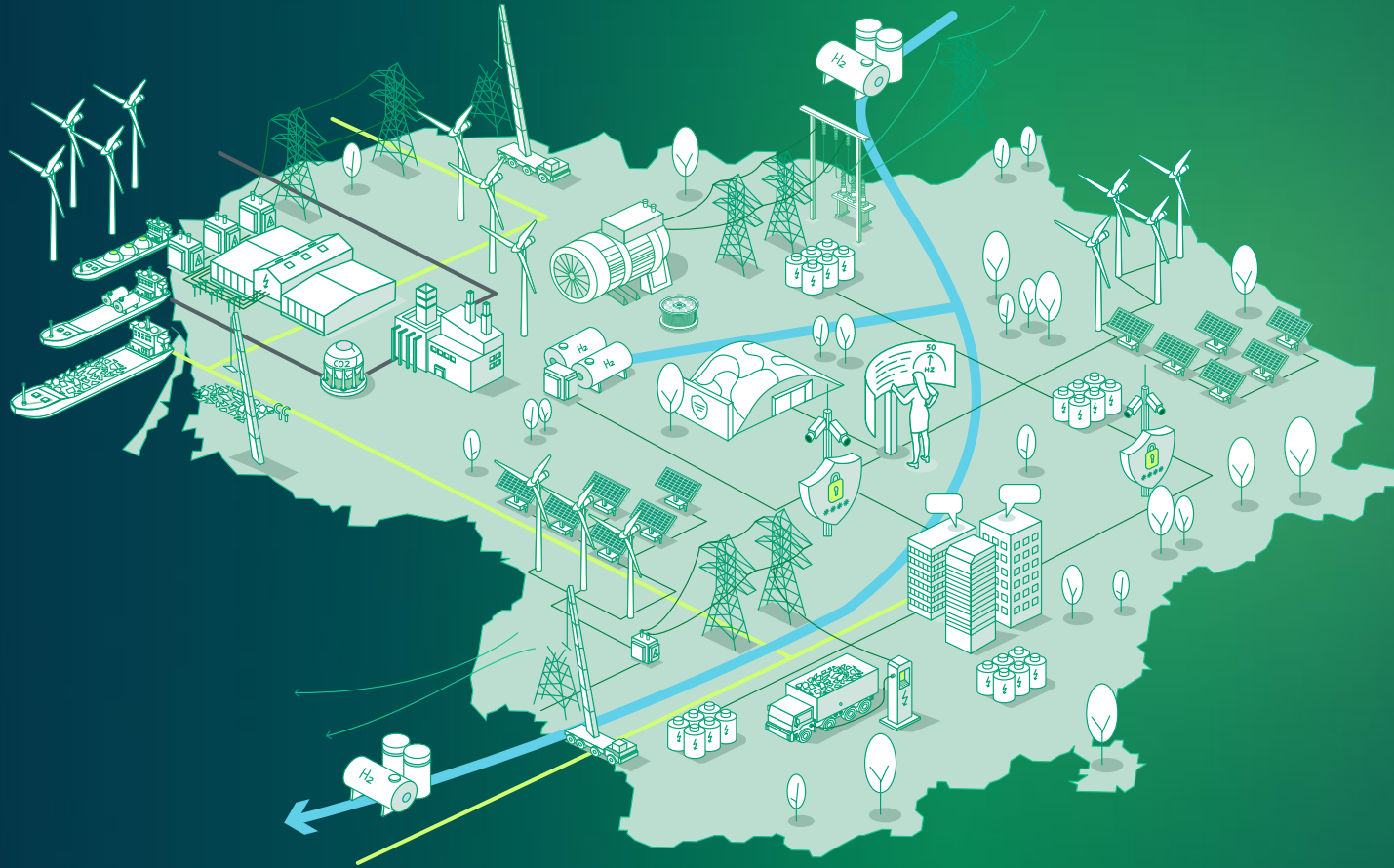
# 08

## Value for Lithuania



# Let's create Lithuania's energy future together!

As part of the Group, Amber Grid significantly contributes to the vision that brings benefits to Lithuania



By working alongside, we can unlock significant benefits of energy transformation to Lithuania's environment and economy by 2050

1. GDP growth
2. Transmission system and infrastructure
3. RES production
4. Demand
5. Flexibility
6. Energy surplus
7. Energy independence
8. Competitive price
9. Foreign direct investment
10. New jobs
11. Clean air
12. Low energy bill

Significant benefits for Lithuania's environment and economy by 2050

Up to **6,3 B Eur**

due to positive impact on employment and economy

**6 B Eur**

avoided energy import costs

**1.4 B Eur**

avoided costs on EU Carbon Permits

Up to **1 B Eur**

due to lower electricity wholesale price

Up to **10 %**

growth of labour market

# Glossary

Acronym	Definition	Acronym	Definition
AIB	Association of Issuing Bodies	LT	Lithuania
B	Billion	Mton	Millions of tonnes
CAPEX	Capital expenditure	MW / MWh	Megawatt / Megawatt hour
CCS	Carbon capture & storage	P2G	Power to gas
CCUS	Carbon capture, usage & storage	ROE	Return on equity
CO <sub>2</sub>	Carbon dioxide	RES	Renewable energy sources
EBITDA	Earnings before interest, tax, depreciation, and amortisation	Scope 1 emissions	The Group's direct GHG emissions that are directly controlled by the organization
ERGaR	European Renewable Gas Registry	Scope 2 emissions	The Group's indirect GHG emissions from uncontrolled sources, which result from the Group's consumption of externally sourced electricity and heat
ESG	Environmental, social, and corporate governance	Scope 3 emissions	Other indirect GHG emissions during the Group's operations (in the supply chain) from sources not owned or controlled by the Group (such as purchased goods and services, transportation, waste, etc.)
EU	European Union	SBTi	Science based targets initiatives
EUR	Euro	TSO	Transmission system operator
GCSI	Global customer satisfaction index	TW / TWh	Terawatt / Terawatt hour
GDP	Gross domestic product	UN SDG	UN Sustainable development goals
GHG	Green-house gases	LT	Lithuania
GW / GWh	Gigawatt / Gigawatt hour	Mton	Millions of tonnes
AIB	Association of Issuing Bodies	MW / MWh	Megawatt / Megawatt hour

# new energy

