

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.

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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

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

¹ 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

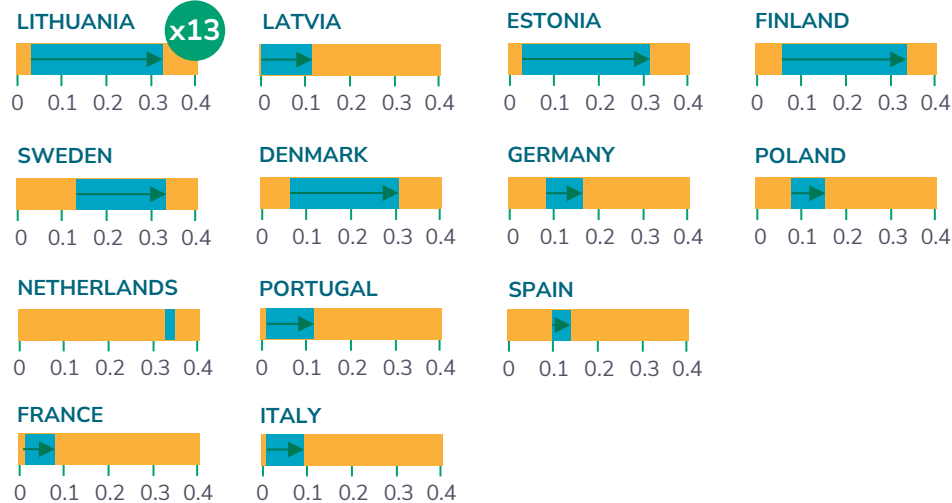
Strategic context



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)*

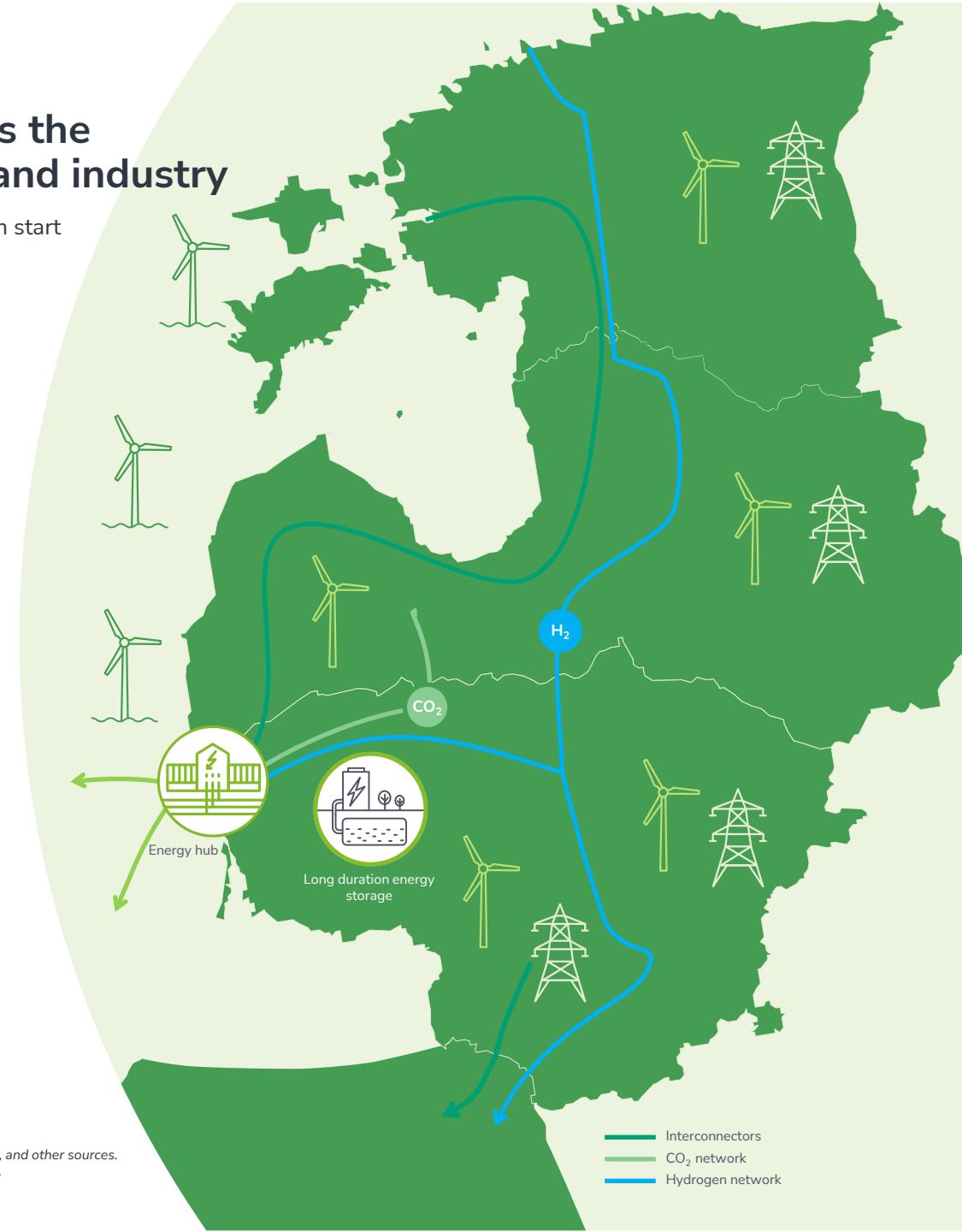
2020–2023 m.



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.



Complex global dynamics are shaping our environment



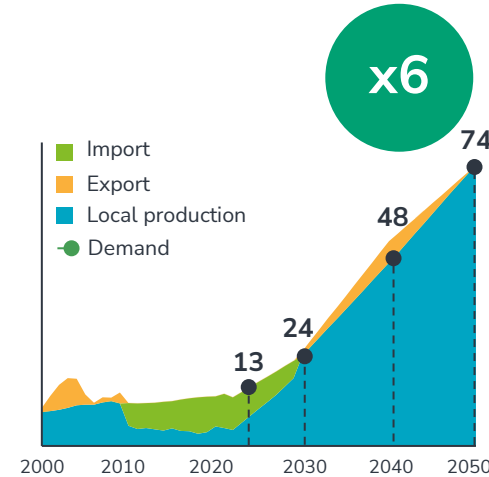
Lithuania has approved its National Energy Independence Strategy

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.

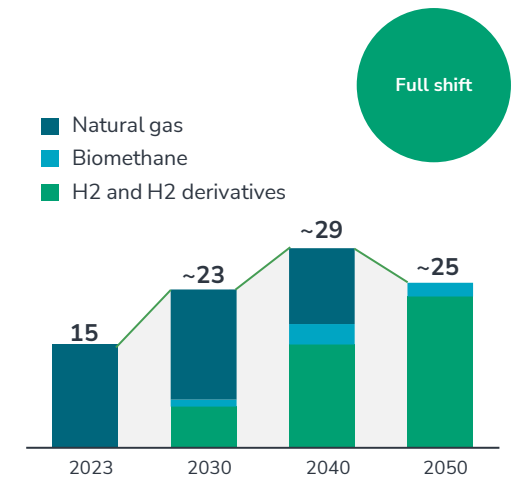
An ambitious national strategy

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.

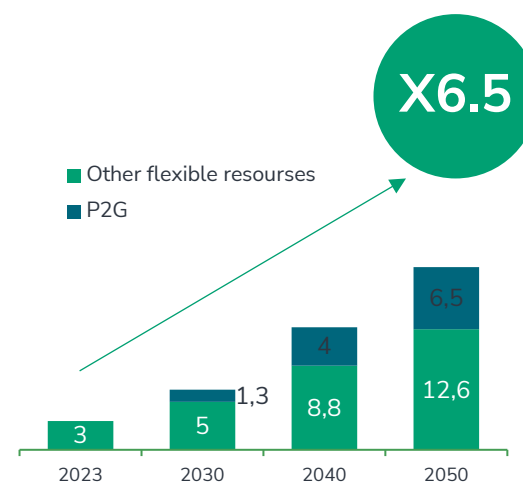
Lithuanian electricity demand and supply outlook, TWh



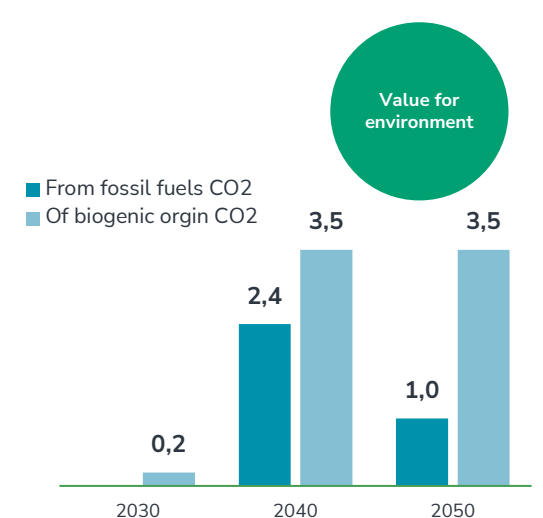
Lithuanian methane and green gases demand outlook, TWh



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



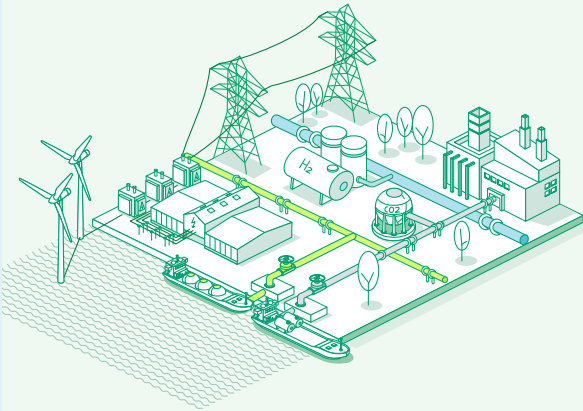
Our action
now

OUR MISSION

To accelerate energy
independence and enhance
system security

Our three fundamental commitments

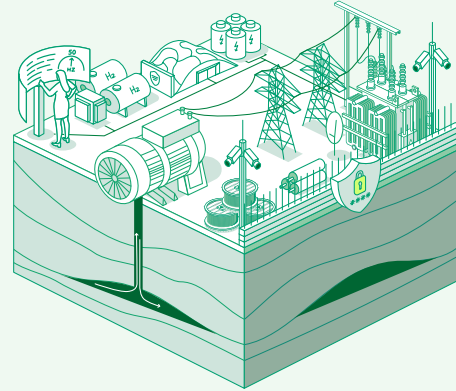
Driver of tomorrow's Infrastructure



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

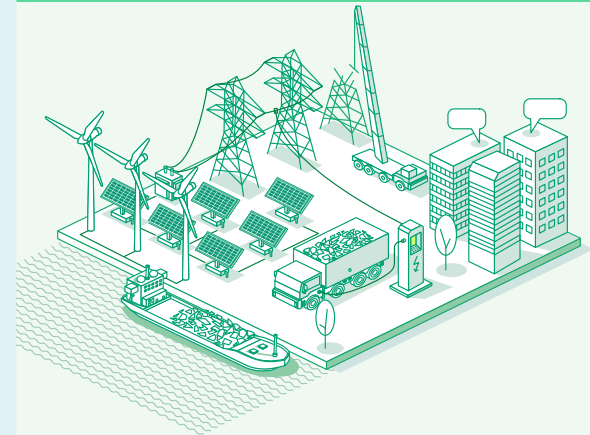
Provider of security and reliability



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

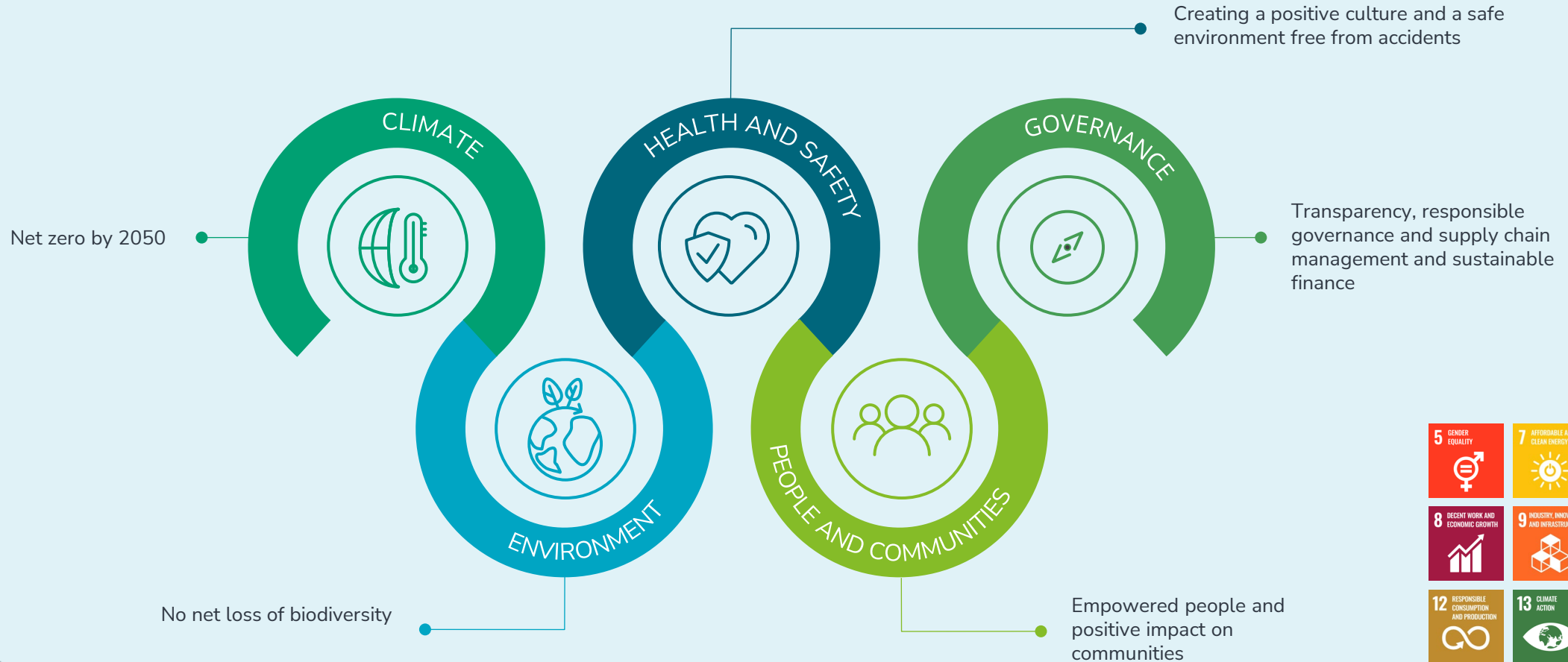
Vital and skilled strategic partner



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



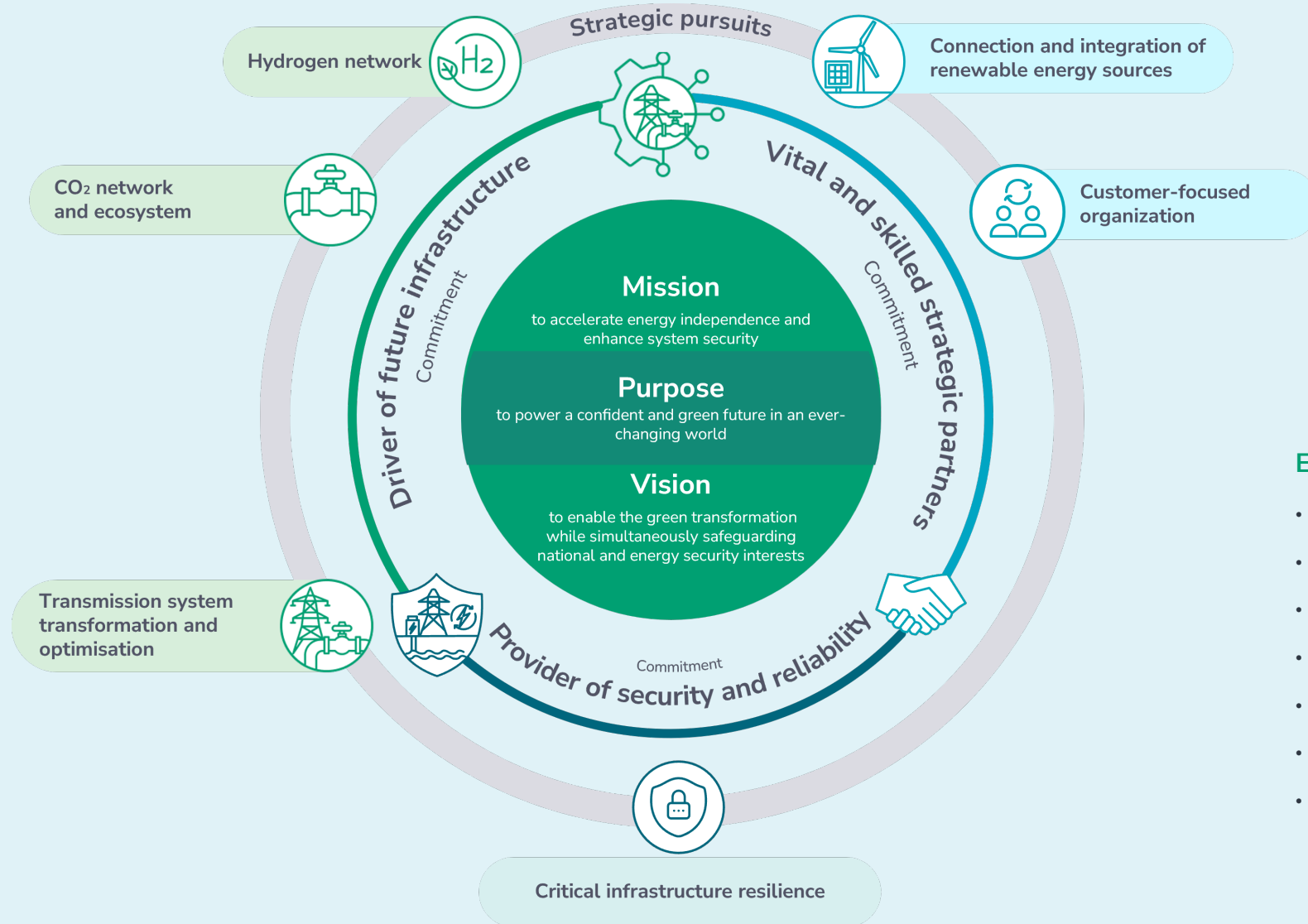
Ensure transparency, diversity and engagement

04

Strategic framework and strategic pursuits



Our strategic framework



Enablers:

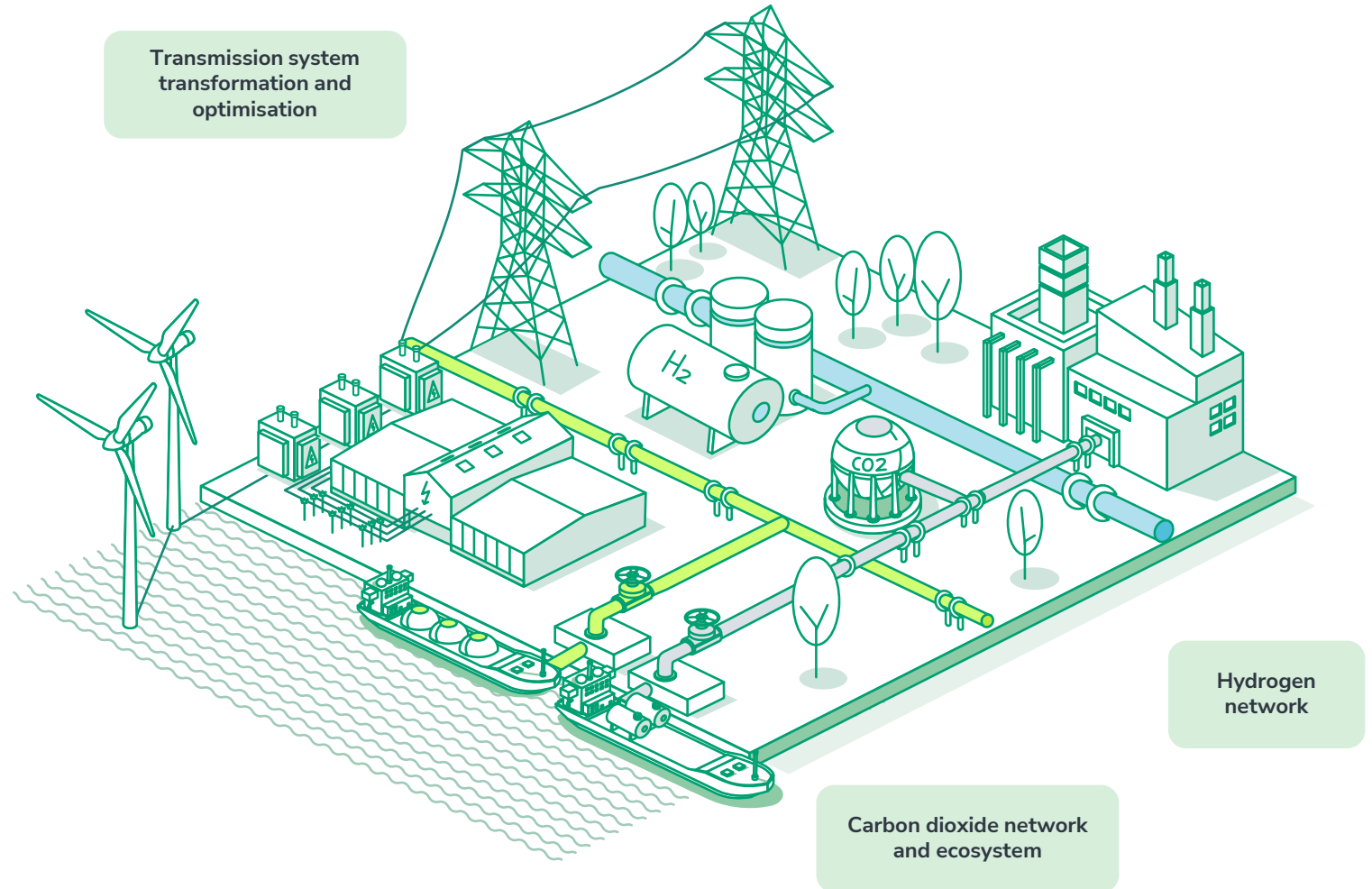
- People, culture & capabilities
- Financing
- Partnership
- Asset delivery & management
- Supply chain & procurement
- Innovation & digitalization
- Energy market devepment

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 (H₂), carbon dioxide (CO₂) 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 H₂ production

≥ 9 TWh

Green H₂ derivatives

≥ 65 TWh

Demand for gas transmission

Potential investments until 2035

1.9 B EUR

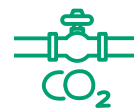
We promote greater system interoperability and the integration of existing and new energy vectors



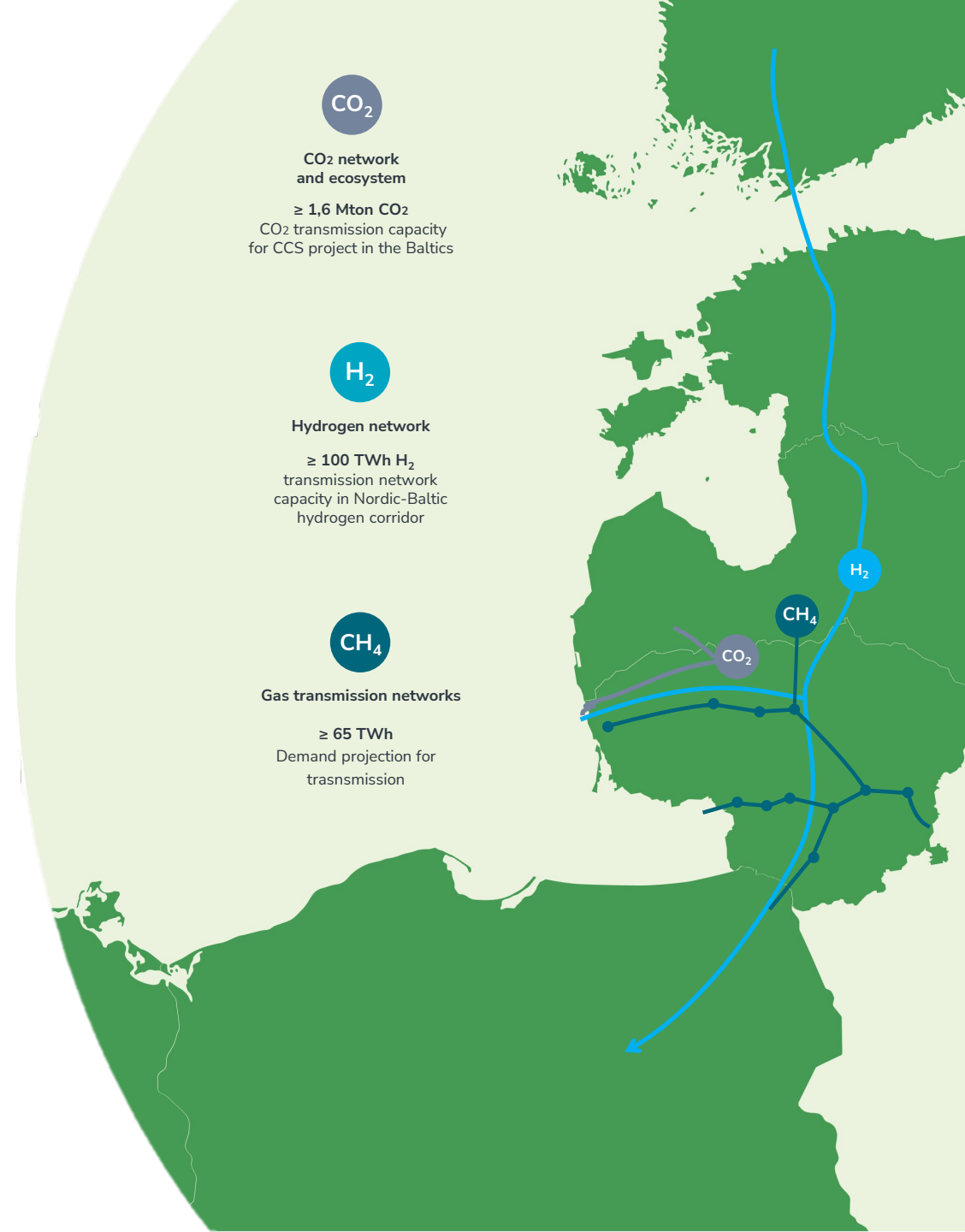
We are preparing for the **transformation of the gas system** to ensure its future-proofing, safety and reliability. We will assess technical infrastructure changes and initiate changes and explore opportunities to adapt the gas network to other alternatives.



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 CO₂ network** for the development of a climate-neutral and high-value-added ecosystem and industry.



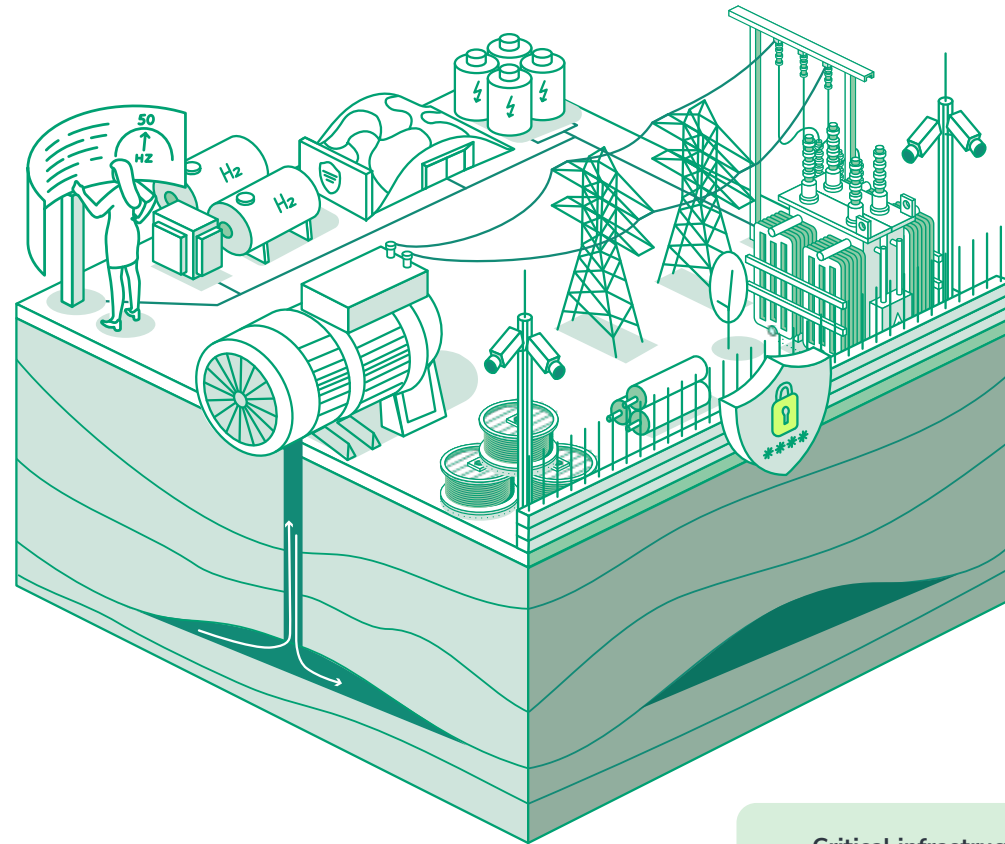
Provider security and reliability

- 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

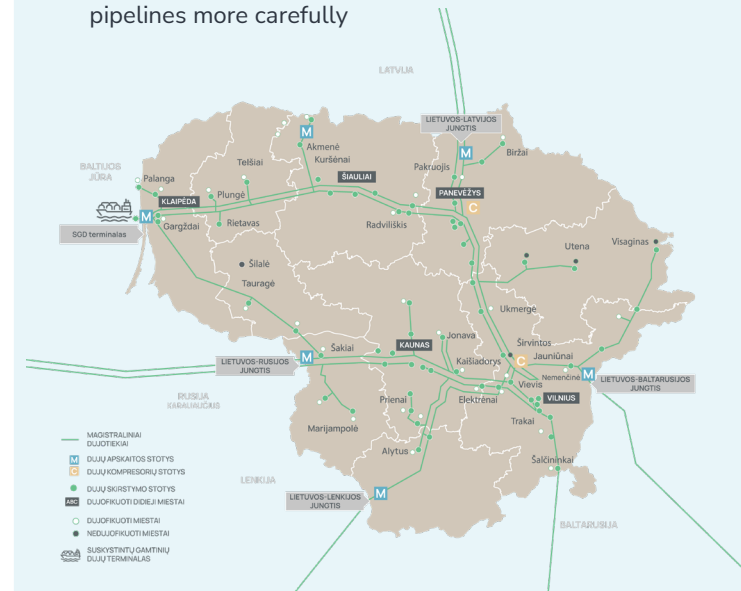
National security

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

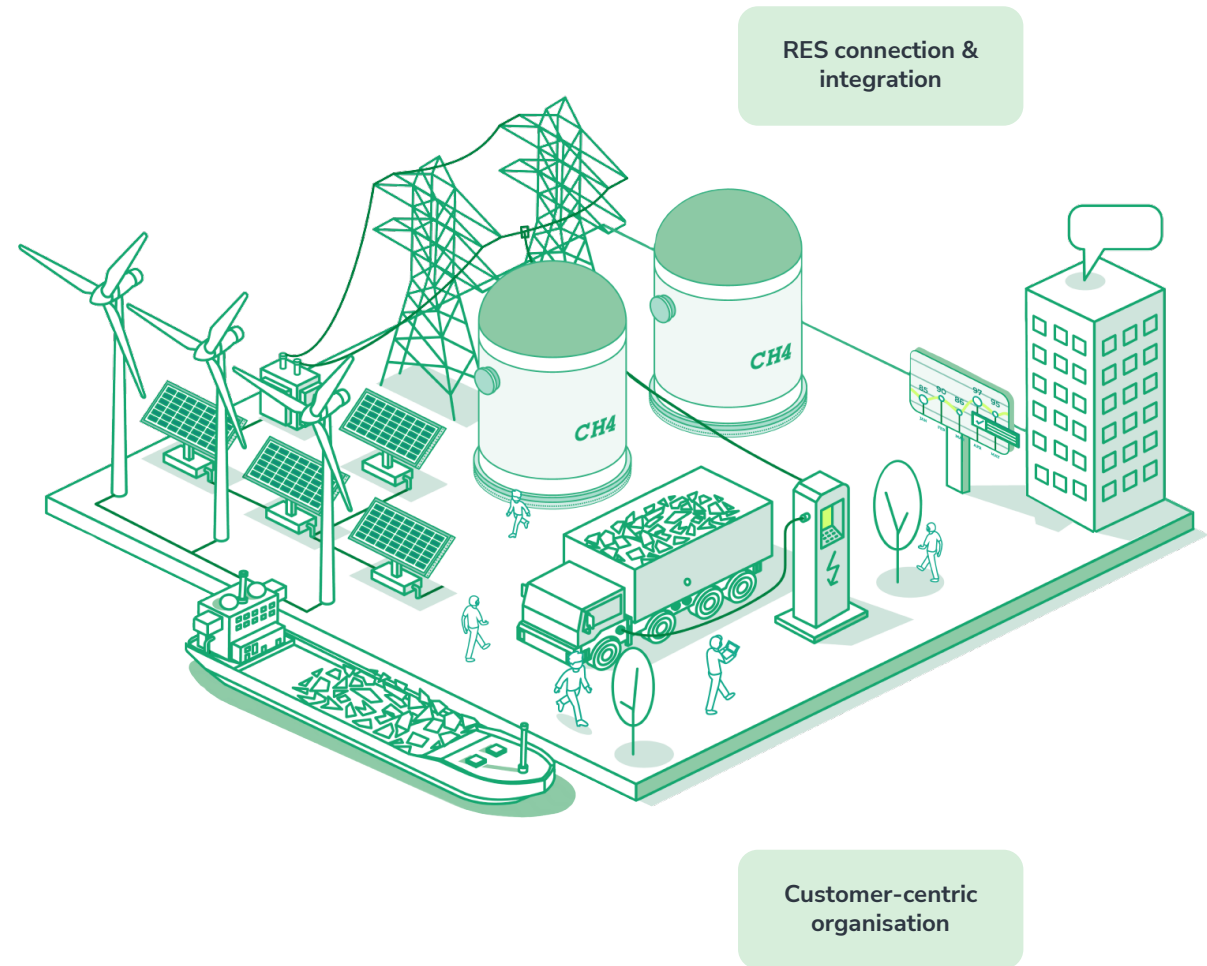


Vital and skilled strategic partner

- 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

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

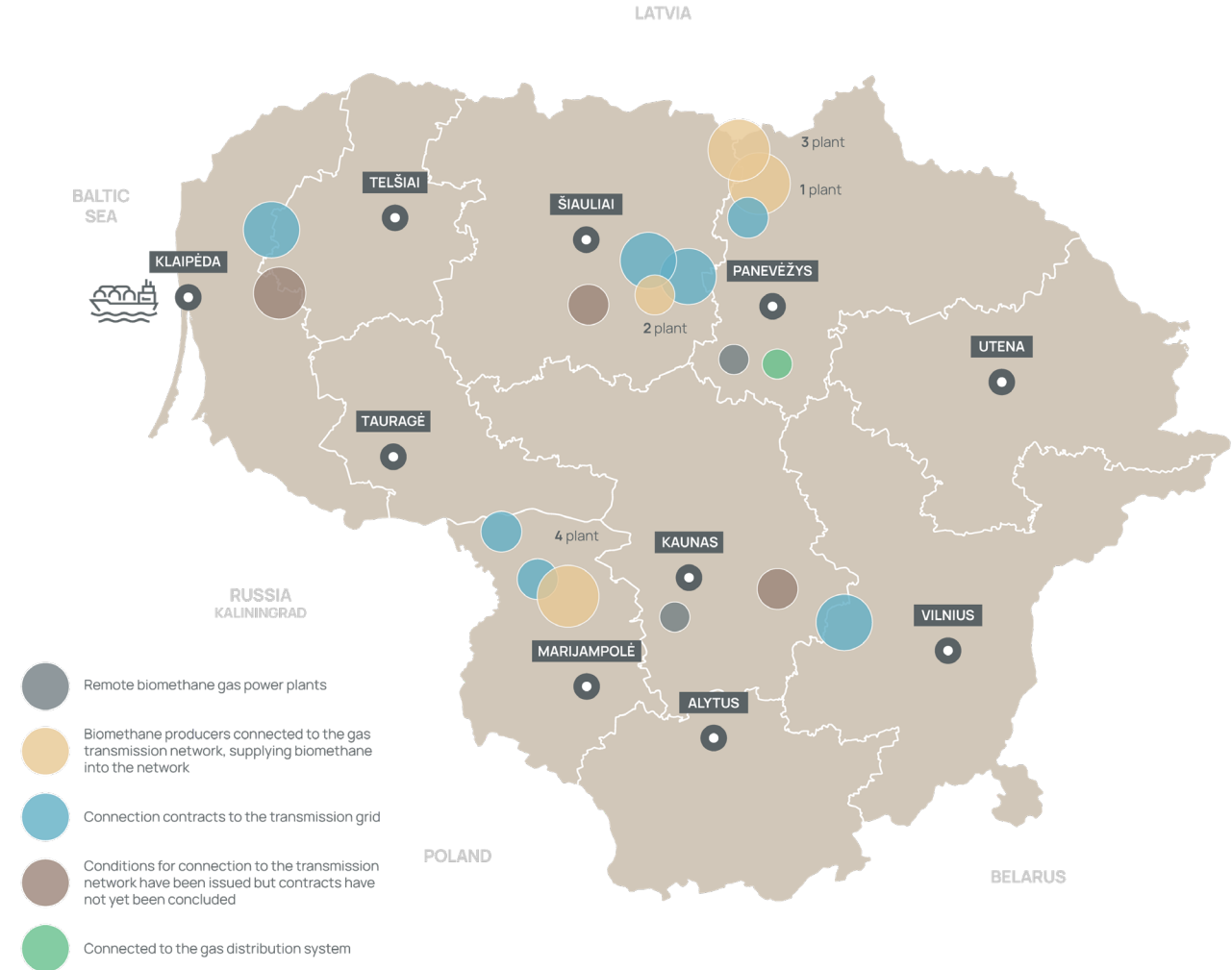
Renewable energy connection & integration

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:



Open



Reliable

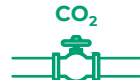


Responsible

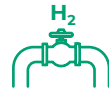
Areas driving business growth



Renewables



Carbon dioxide transportation, storage & utilisation



Hydrogen and its products integration and/or transportation

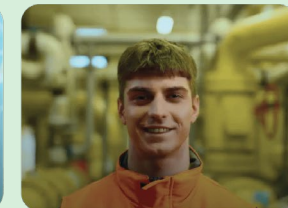


„Power to X“ technologies

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 H₂ infrastructure and market rules
- Established cross-border CO₂ 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

SOCIETY thrives in a sustainable economy	CLIENTS experience seamless and high quality services	OUR PEOPLE Are empowered	FOUNDERS AND INVESTORS unlock new possibilities and reap the rewards	PARTNERS collaborate for success
-50 % GHG gas emission (Scope 1 and 2) reduction by 2030, reaching net-zero by 2050 Ensured safety of people 0 accidents for those living near gas infrastructure	0 unplanned gas interruptions Uninterrupted gas transmission and fast fault recovery ≥ 80 points Global Customer Satisfaction Index (GCSI) as a leading companies rating scores	Safe, positive, and accident free workspace and culture 0 severe and fatal accidents for employees and contractors ≥ 70 % Employee engagement rate maintained  Top Employer certificate	≥ 84 M EUR Adjusted EBITDA 90–110 % Execution of the CAPEX plan Hight single digit Average adjusted ROE	≥ 26 TWh/year International H2 transmission capacity in 2035, reaching 100 TWh/ year by 2050 ≥ 1,6 Mt International transmission capacity for CO2 captured by cement producers by 2035 ~1,4 TWh Of RES gases injected into the gas grid in 2035, compared to 0.13 TWh in 2024

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

Creating energy self-sufficiency Now – 2029

A fully developed system of guarantees of origin that meets the needs of customers. Preparatory works are completed ensuring the active phase of hydrogen activity

1

- Implementation of preparatory actions related to CO₂ and hydrogen transportation networks
- Initiation of gas network optimization, considering gas consumption, transmission volumes, and infrastructure safety
- Development and implementation of strategic partnerships to maintain national security
- The Lithuanian origin guarantees registry for renewable gas will be connected to European schemes

Expanding into new energies 2030 – 2035

Hydrogen economy is kicked-off, allowing further renewable expansion and first steps for major shift from fossil fuels

2

- Creation of market operation models and rules to enable the functioning of hydrogen and CO₂ markets
- First hydrogen demand and supply connected in Lithuania. Creating a regional hydrogen corridor from Finland to Germany via Estonia, Latvia, Lithuania and Poland. Creation of a regional green hydrogen corridor from Finland to Germany (through Estonia, Latvia, Lithuania, and Poland)
- Objects that cannot be decarbonized due to the nature of their activities are connected to the CO₂ transportation network
- The gas network is being restructured and optimized
- The hydrogen and CO₂ market operates efficiently based on created market operation models and transparent rules.
- By 2035, at least 50% of suppliers will have set GHG targets

Scaling our activities 2036 – 2050+

The region's connected for existing and new energy exchanges, Lithuania becomes an exporter of power and low carbon energy products

3

- Fully developed hydrogen network to meet regional market needs
- CO₂ network developed in response to market demand
- Achieving net-zero GHG emissions by 2050
- By 2050, the restructured gas transmission network will meet the needs for transporting green gases and other products

07

Financial outlook



Our CAPEX investment goal

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



Maximize
EU & external funding

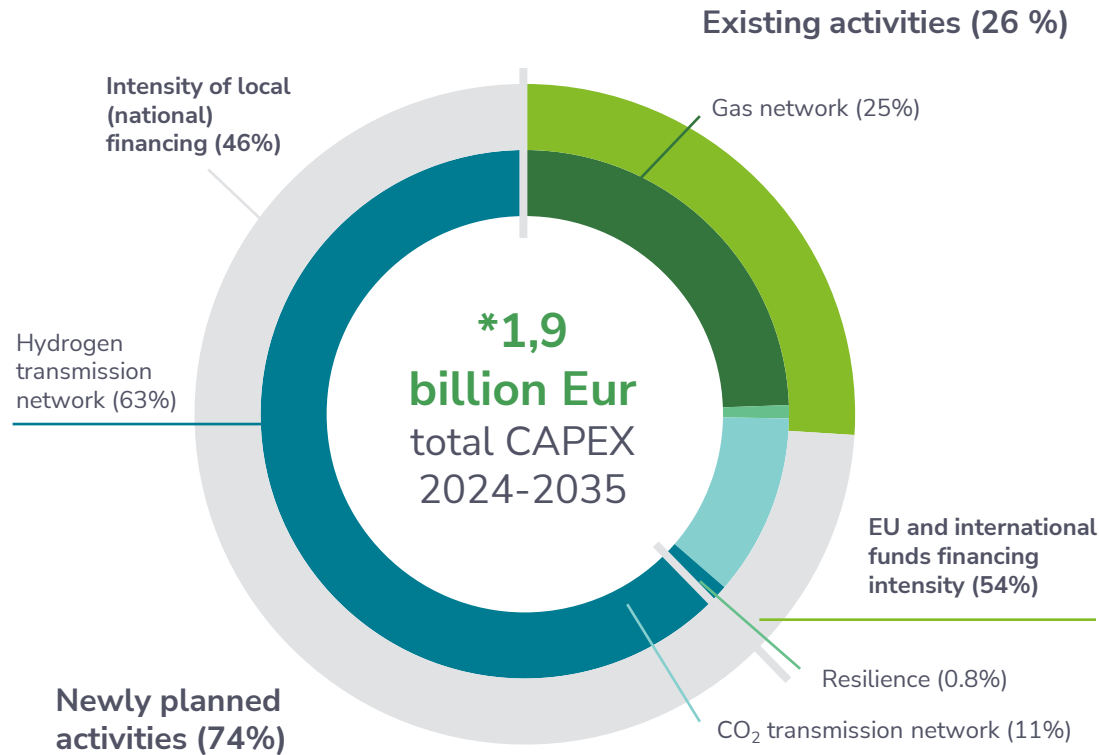


Introduce
Partnerships



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.

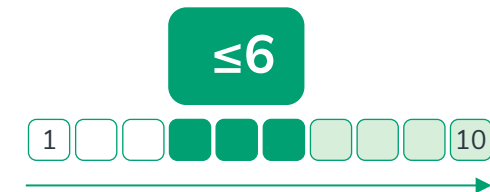
Profitability

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



Net debt/ adjusted EBITDA

Long-term perspective ≤ 6 , however during implementation of new H₂ transmission network leverage ratio will be higher than 6. The ratio of existing activities all time ≤ 6



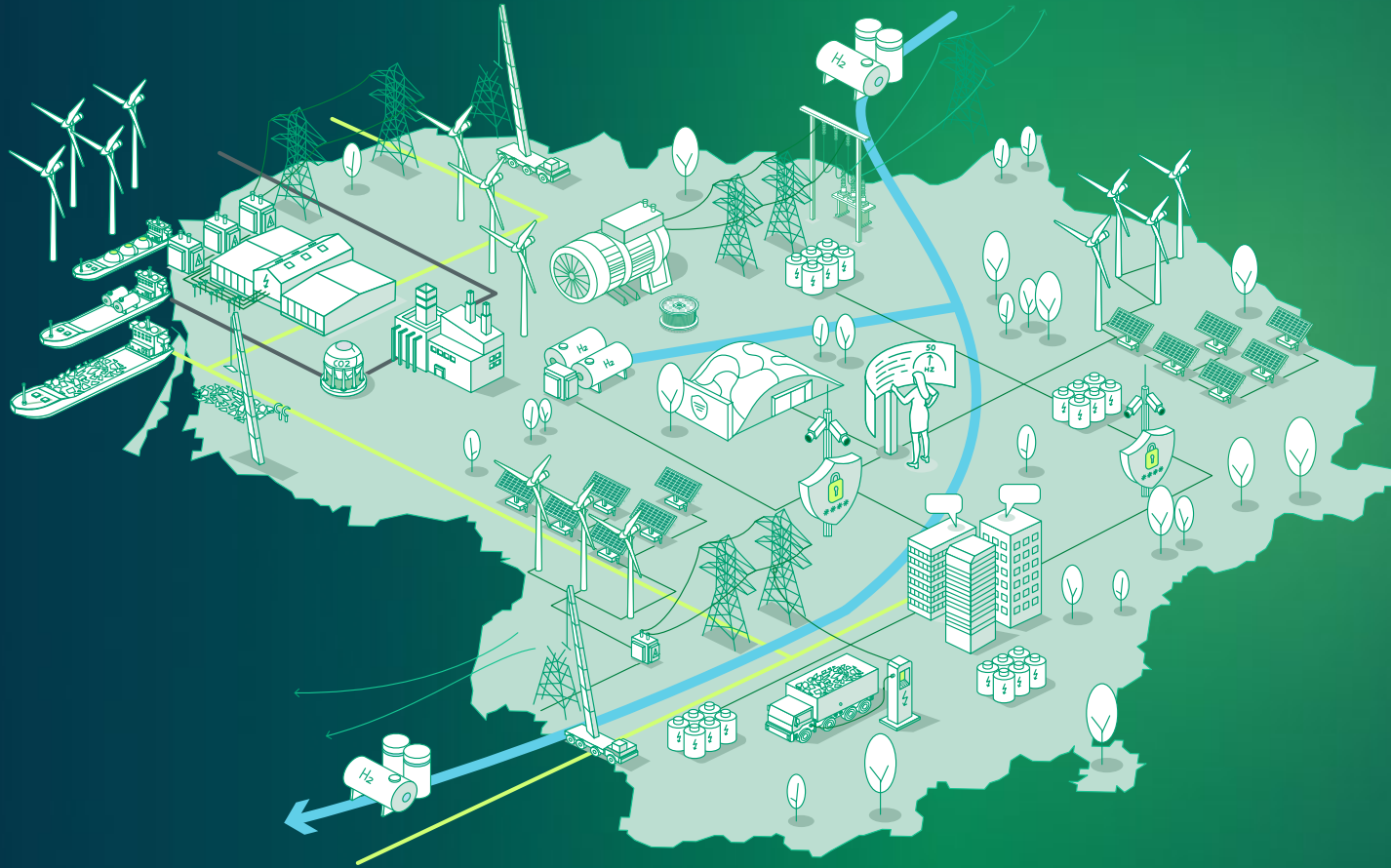
08

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 ₂	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

