



Integrated Interim Report

for the First Half of 2026



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Amber Grid—Who We Are



- 1.1. Company Structure
- 1.2. Business Activities
- 1.3. Managed Infrastructure
- 1.4. Membership in Organizations

1. Amber Grid—Who We Are

1.1. Our Structure

We are part of the state-owned new energy group EPSO-G:

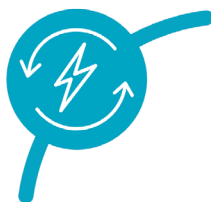


1.2. The Company's Operations

Our core business is to ensure the reliable transmission of natural gas and the ongoing maintenance and expansion of the transmission system infrastructure.

Transmission Infrastructure

By developing and managing critical infrastructure, we ensure the security and sustainability of the energy system



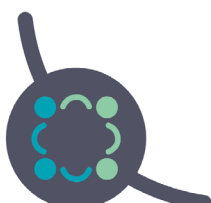
Market Development

We contribute to market conditions by creating infrastructure interconnections and transparent market operating rules



System Management

We ensure the safe and reliable operation of the integrated energy system and the smooth transportation of gas



Origin Guarantee System

We create favorable conditions for the expansion of gas production from renewable energy sources



OUR SERVICES



Gas Transmission and Balancing Services

Amber Grid provides natural gas transmission services within Lithuania to system users, other operators, biogas producers, and gas market participants: it transmits gas to Lithuanian consumers and also transports natural gas to Latvia, Poland, and in transit to the Kaliningrad region of Russia.

Amber Grid is responsible for balancing gas flows in the transmission system. In accordance with the Natural Gas Transmission System Balancing Rules, the company purchases balancing gas from a gas market participant if that participant has caused a gas surplus in the transmission system, and sells balancing gas to a gas market participant if that participant has caused a gas shortage in the transmission system.



LNGT Fund Administration Service

In compliance with the requirements of applicable legislation (the Law on the Liquefied Natural Gas Terminal and related legal acts), Amber Grid is responsible for the collection, administration and disbursement of LNGT Funds in accordance with the procedures established by law. Amber Grid's costs incurred in administering these funds are reimbursed from the LNGT Funds.



Administration of Guarantees of Origin

Amber Grid administers the national registry of guarantees of origin for gas produced from renewable energy sources, that is, it performs functions related to the issuance, transfer, and revocation of guarantees of origin, as well as the supervision and control of their use, and the recognition in Lithuania of guarantees of origin issued in other countries.



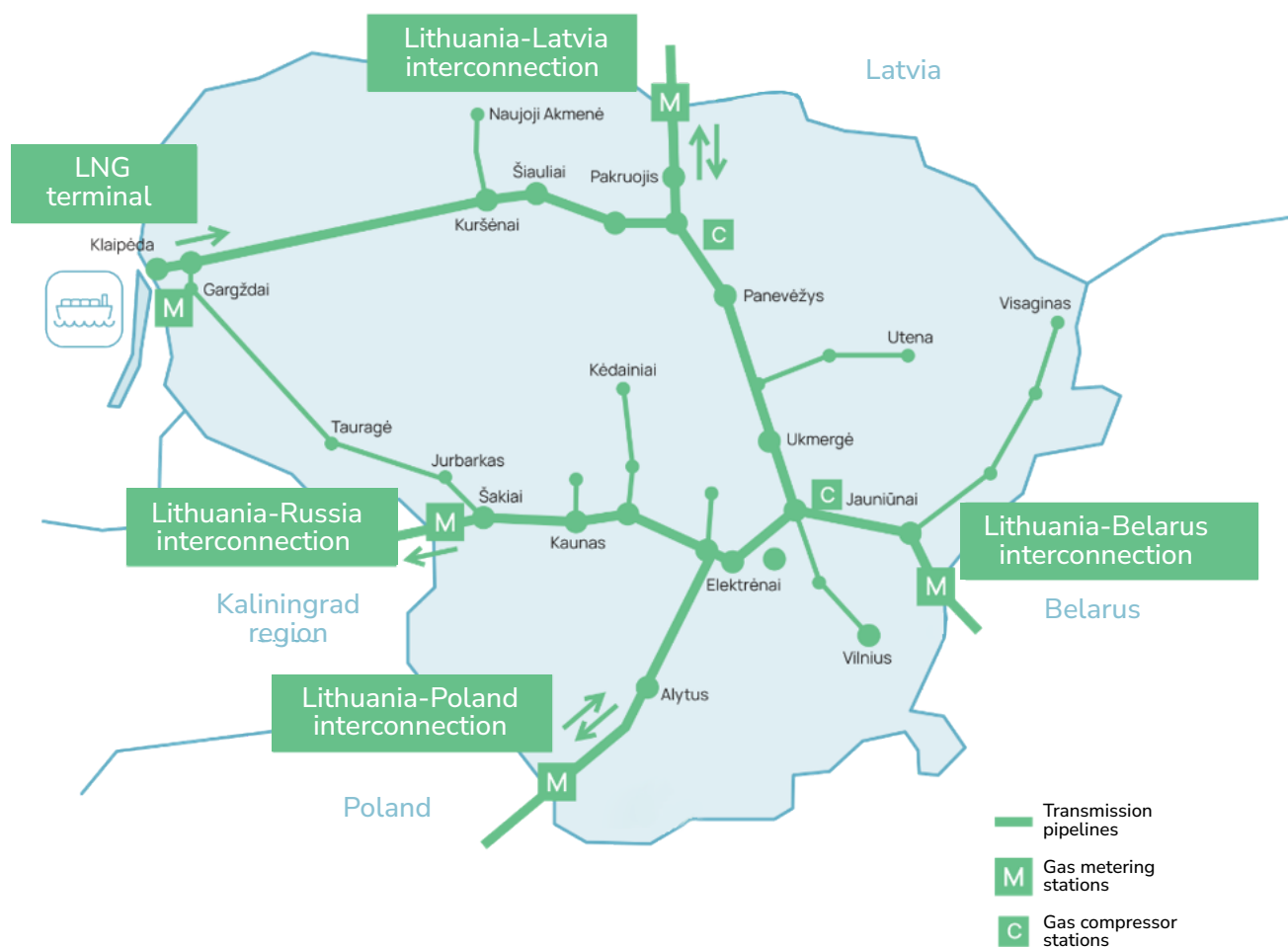
Connecting of new consumers to the transmission system

Activities involving the organization and administration of the process of connecting new natural gas consumers and biomethane producers to the transmission system operated by Amber Grid—from the review of applications, assessing technical feasibility and preparing connection terms, to concluding contracts, coordinating connection work, and ensuring the start of operations.

We plan to expand into international markets and develop new services, such as CO₂ and H₂ transportation. This should broaden our range of services and customer base in the future (over the next 10 years).

1.3. Infrastructure Managed by the Company

Lithuanian natural gas transmission system



2288 km

High-pressure
gas pipelines

68

Gas distribution stations and gas
metering stations

1.4. Membership in Organizations

The Company actively participates in the activities of national and various international organizations and associations. Our involvement in these organizations allows us to strengthen our expertise, share best practices, and participate in joint projects with other countries that contribute to strengthening Lithuania's energy independence.

The company is a member of ENTSOG (www.entsog.eu), the Lithuanian National Energy Association, the "Polish-Lithuanian Chamber of Commerce," the EASEE-gas Association, the organizations uniting European institutions and registries issuing guarantees of origin for renewable gas (AIB and ERGaR), the European Clean Hydrogen Alliance, the Lithuanian Hydrogen Platform, the Lithuanian Hydrogen Energy Association, and other associations and initiatives relevant to the Company's operations.

 EASEE-gas Enabling the gas business	EASEE-gas Association www.easee-gas.eu	 European Clean Hydrogen Alliance	European Clean Hydrogen Alliance www.europa.eu/...	 enno	European Hydrogen Network Operators Association – https://www.ennoh.eu/
 entsog	European Network of Transmission System Operators for Gas www.entsog.eu	 ergar European Renewable Gas Registry	European Renewable Gas Registry – www.ergar.org	 NLEA NATIONAL LITHUANIAN ENERGY ASSOCIATION	National Lithuanian Energy Association – www.nlea.lt
 infobalt	"Infobalt" Association – www.infobalt.lt	 OGMP Oil And Gas Methane Partnership 2.0	Oil and Methane Gas Partnership 2.0 – www.ogmpartnership.com/	 POLISH AND LITHUANIAN CHAMBER OF COMMERCE	Polish-Lithuanian Chamber of Commerce – www.plcc.lt
 ehb	"European Hydrogen Backbone" Initiative – www.ehb.eu	LIETUVOS CO₂ PLATFORMA	Lithuanian CO₂ Platform – www.enmin.lrv.lt	LIETUVOS VANDENILIO PLATFORMA	Lithuanian Hydrogen Platform – enmin.lrv.lt/...
 Hydrogen energy association	Hydrogen Energy Association - www.h2lt.eu	 AIB association of issuing bodies	Association of Issuing Bodies - www.aib-net.org		

02

Operating Environment and Regulation



- 2.1. Operating Environment
- 2.2. Regulatory Environment – Pricing of Regulated and Other Services
- 2.3. Key Regulatory and Other Legal Changes
- 2.4. Significant Events During the Reporting Period
- 2.5. Significant Events After the End of the Reporting Period

2. Operating Environment and Regulation

2.1. Business and Environment

Effective April 1, 2022, in pursuit of complete energy independence from Russian gas and in response to Russia's energy blackmail in Europe and the war it instigated in Ukraine, Lithuania has completely phased out Russian gas: the Lithuanian gas transmission system operates without any imports of Russian gas. Lithuania's entire gas demand is met through the Klaipėda liquefied natural gas (LNG) terminal, the Santakos entry point (receiving gas from Poland), and the Kiemėnai entry point (receiving gas from Latvia). Gas transiting through Lithuania continues to be transported to meet Kaliningrad's needs, but under a different technical regime than usual, ensuring only the transmission of the volume of gas necessary for transit.

During the first half of 2026, 21.2 terawatt-hours (TWh) of gas were supplied to Lithuania, excluding gas transported to the Kaliningrad region. This represents a 29.1 percent increase compared to the first half of 2025, when 16.5 TWh of gas were transported to Lithuania. Via the gas pipeline interconnection with Latvia, 8.8 TWh of gas was transmitted to meet the needs of the other Baltic countries and Finland, which is 46.8 percent more compared to the first half of 2025, when 6.0 TWh of gas was transported toward the Baltic countries. A total of 2.3 TWh of gas was transmitted via the gas pipeline interconnection to Poland, which is 40.0 percent more compared to the first half of 2025, when 1.6 TWh of gas was transported to Poland.

Gas consumption in Lithuania in the first half of 2026 has increased. During the first half of 2026, 10.1 TWh of gas was consumed in Lithuania, which is 16.2 percent more than in the first half of 2025, when gas demand amounted to 8.7 TWh.

The Klaipėda LNG terminal remains the most important source of gas supply for Lithuania and the Baltic states.

In the first half of 2026, the majority of gas supplied to Lithuania was delivered via the Klaipėda LNG terminal—18.6 TWh, or 87.8 percent of the total volume of gas supplied. 0.5 TWh (2.4 percent) was supplied from Latvia, 1.9 TWh (8.7 percent) from Poland, and 0.2 TWh (1.1 percent) from biogas producers. Full utilization of the Klaipėda LNG terminal is guaranteed through 2033, meaning that 33 TWh of the terminal's capacity will be allocated to its customers each year.

The volumes of biomethane injected into Lithuania's gas transmission and distribution systems continue to grow. In the first half of 2026, 242.9 GWh of biomethane was injected into the systems—164.2 percent (or 2.6 times) more than in the first half of 2025. By comparison, 55.5 GWh in 2024, and 91.9 GWh in 2025.

During the first half of 2026, one biogas production facility was connected to the Amber Grid transmission network.

In the context of combating climate change, ensuring energy security, and transforming the energy system, the role of natural gas in Lithuania is gradually changing. Although stricter European Union environmental requirements, the expansion of renewable energy sources, and more efficient energy use will reduce natural gas consumption in the long run, natural gas remains an important transitional energy source for industry, the heat and electricity generation sectors, and for ensuring the flexibility of the energy system.

In the first half of 2026, the Company's business priorities continued to be shaped in accordance with the updated National Energy Independence Strategy, which sets the goal of to transition to a climate-neutral energy system, increase energy independence, ensure a secure and reliable energy supply, and develop an energy industry that generates higher added value. In the gas sector, this means placing greater emphasis on infrastructure resilience, ensuring international gas flows, integrating biomethane, and preparing for the development of green hydrogen and other renewable and low-carbon gases.

The priorities set for UAB "EPSO-G" in the 2025 update to the government's letter of expectations are also relevant to the company's operations: strengthening the physical and cyber resilience of critical infrastructure, increasing international gas flows from the Klaipėda LNG terminal toward Central Europe and Ukraine, developing the hydrogen network in the Nordic and Baltic countries, and expanding green gas infrastructure.

In the first half of 2026, the requirements of the European Union's Hydrogen and Decarbonized Gas Package and the impact of their transposition into national law on the Company's operations continued to be assessed. These regulatory changes will lay the foundation for the integration of renewable and low-carbon gases into the energy system, as well as for the planning, regulation, and development of hydrogen infrastructure.

2.2. Regulatory Environment – Pricing of Regulated and Other Services

Our natural gas transmission operations are licensed. The Company's license grants it exclusive rights to provide natural gas transmission services throughout the territory of the Republic of Lithuania.

We operate under conditions of a natural monopoly, so the prices for our services are regulated by the state. In Lithuania, the National Energy Regulatory Council (hereinafter - NERC) is responsible for regulation and oversight of licensed activities.

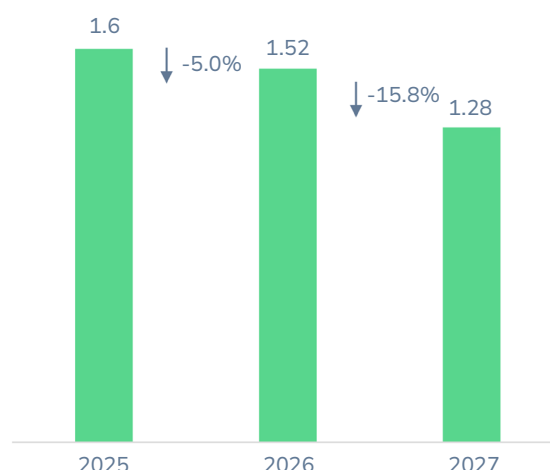
The Company's financial results, the funds allocated for necessary operating expenses and investments to ensure the expansion and reliability of gas transmission systems, as well as the ability to finance strategic projects with equity or debt capital, depend on the decisions made by the regulatory authority.

Amber Grid's Regulated Service Prices

The 5% decrease in 2026 was driven by regulatory and cost-differentiation changes provided for in the pricing methodology (following the public consultation that concluded in early 2025).

The decrease in the 2027 tariff was primarily driven by a lower revenue cap set by NERC and planned increases in capacity bookings.

For more detailed information on Amber Grid's service prices, see the Amber Grid [website](#).



The average price for gas transmission services applied by Amber Grid in 2026 to meet the needs of Lithuanian consumers was 1.52 EUR/MWh. Compared to the average price applied in 2025—1.6 EUR/MWh—it decreased by 5.0 percent. This change was driven by regulatory and cost-differentiation changes provided for in the pricing methodology.

On May 27, 2026, NERC approved the natural gas transmission service prices submitted by Amber Grid, which will take effect on January 1, 2027. The average price of natural gas transmission services for Lithuanian market participants in 2027 will be 1.28 EUR/MWh, which is 15.8 percent lower than the average price applied in 2026—1.52 EUR/MWh. The prices, effective as of January 1, 2027, are published on the Amber Grid [website](#).

The decrease in gas transmission service prices for 2027 was primarily driven by a lower revenue cap for regulated activities set by NERC, which will amount to 73.96 million euros in 2027—a 10.8 percent decrease compared to 2026. This decrease was primarily driven by a change in the regulatory account and lower costs for technological needs. Planned increases in capacity bookings will also contribute to the tariff reduction.

In 2027, transmission service prices at all gas entry points (except for the point of domestic injection of commercial “green” gas (biogas, hydrogen) at the internal injection point into the transmission system) will be kept aligned with the injection prices applied in the neighboring tariff zones of Latvia, Estonia, and Finland—142.77 EUR/MWh/day/year. A 100% discount will be applied at the interconnection point between the Lithuanian transmission system and biogas production facilities (internal injection point), i.e., zero (0) prices will apply. A uniform price for long-term firm capacity is set at all gas exit points—139.65 EUR/MWh/day/year. The variable price for transmission services at exit points will be 0.08 EUR/MWh.

Over the past few years, the price of gas transmission services has accounted for just a few percent of the final (consumer) price of natural gas.

2.3. Key Regulatory and Other Legal Changes

Legislative initiatives at the national and EU levels, changes in energy and/or energy market regulation, and strategic planning documents for 2026 that have a significant impact on our operations and strategic directions:

2026

January

Amber Grid, acting as the administrator of LNGT funds and implementing NERC Resolution No. O3E-1785 of November 28, 2025, will apply, effective January 1, 2026, an additional natural gas supply security surcharge of –22.27 EUR/(MWh/day/year) to the natural gas transmission price. Due to the negative surcharge, LNGT funds will be refunded to their payers.

February

On the 17th, NERC concluded its public consultation on the multipliers, seasonal coefficients, and discounts to be applied in 2027. Based on the results of the public consultation, the multipliers, seasonal coefficients, and applicable discounts for 2027 will remain unchanged compared to 2026.

April

On the 30th, NERC set the revenue cap for Amber Grid regulated activities—the provision of natural gas transmission services via the natural gas transmission system—effective January 1, 2027. The revenue cap for regulated activities set by NERC for 2027 is 73.96 million euros per year. This is 10.8 percent less than the revenue cap approved for 2026, which amounts to 82.95 million euros.

May

On the 27th, NERC approved the gas transmission service prices submitted by Amber Grid, which will take effect on January 1, 2027. The average price of gas transmission services for Lithuanian market participants in 2027 will be 15.8 percent lower than this year and will amount to 1.28 EUR/MWh. In 2026, the average price of transmission services for Lithuanian market participants was 1.52 EUR/MWh.

2.4. Significant Events During the Reporting Period

2026

January

In January Amber Grid, together with its partners "Gasgrid Vetyverkot" (Finland), "Elering" (Estonia), "Conexus Baltic Grid" (Latvia), "GAZ-SYSTEM" (Poland), and "ONTRAS" (Germany), has issued a call to the market to express interest in using the infrastructure of the future Nordic-Baltic Hydrogen Corridor (NBHC). The call for expressions of interest is directed at hydrogen producers, consumers, distribution system operators, hydrogen storage operators, and hydrogen transporters. Market participants are invited to submit preliminary information on hydrogen production and consumption, infrastructure plans, and international transportation needs via the hydrogen corridor.

On January 7, Amber Grid and the electricity transmission system operator Litgrid organized an online event to present, as part of the public consultation with the market, the first-ever joint electricity, gas, and hydrogen network development scenario for the period 2026–2035, which is being submitted for public consultation with the market—the first of its kind in Lithuania—and which will serve as the basis for the national ten-year (2026–2035) electricity, gas, and hydrogen network development plans.

February

In February Amber Grid, together with transmission system operators from the Baltic states, Finland, and Poland, as well as LNG terminal operators and the Ukrainian transmission system operator, organized an international webinar to present the Amber Gas Corridor initiative and the benefits of the gas transportation route it offers. The event was attended by approximately 200 representatives of foreign gas supply companies. A survey of foreign suppliers conducted after the webinar revealed which factors are most important when selecting a gas transportation route. The survey results served as the basis for further refinement of the "Amber Gas Corridor" initiative.

February saw the highest volume of gas transmitted from Poland to Lithuania—1.38 TWh. Until that, the highest volume had been transported in June 2023—0.686 TWh.

March

On March 24, Amber Grid and the electricity transmission system operator Litgrid presented the results of the public consultation on the joint scenario for the development of electricity, gas, and hydrogen networks for the period 2026–2035. The development of the joint scenario was one of the first steps in the transmission system operators' ten-year network development planning process; network development plans were prepared based on this scenario.

April

With biomethane production growing rapidly in Lithuania this April, new export opportunities are emerging—The Renewable Gas Guarantees Registry, administered by Amber Grid, has joined the European ERGaR (European Registry for Renewable Gas) platform, which connects registries of renewable gas guarantees and facilitates the secure and standardized exchange of these guarantees among European countries. This has made it easier to export biomethane produced in Lithuania to the German market and to trade more efficiently with other European countries.

On April 30, 2026, the NERC established the upper limit on revenue from the regulated activities of Amber Grid, AB in providing natural gas transmission services through the natural gas transmission system, effective as of January 1, 2027. The revenue cap set by NERC for 2027 is 73.96 million euros per year. This is 10.8 percent less than the revenue cap approved for 2026, which amounts to 82.95 million euros.

In April, Lithuania saw a significant breakthrough in the field of renewable energy—nearly 41 GWh of biomethane was fed into the gas transmission system. This is nearly three times more than in April of last year, when 15 GWh was supplied.

May

On May 08, Board Member Karolis Švaikauskas submitted a letter of resignation from his position as a member of the Company's Board, effective August 1, 2026.

On the 27th, the NERC approved the lower service prices set by Amber Grid, the Lithuanian gas transmission system operator, for 2027. Thanks to responsible financial management and technological planning, the average price of gas transmission services for Lithuanian market participants will decrease by 15.8 percent

June

next year, reaching 1.28 EUR/ MWh.

On 29 May, Amber Grid entered into a tripartite loan transfer agreement with EPSO-G and the European Investment Bank (EIB) regarding a 42.8 million Eur loan. Following the execution of this tripartite agreement, Amber Grid entered into a separate internal loan agreement with EPSO-G on the same terms and conditions as those applicable under the original loan agreement between Amber Grid and the EIB.

At the end of June, based on a joint electricity, gas, and hydrogen scenario developed in collaboration with Litgrid, the Company prepared and, with the approval of the Board, submitted its 2026–2035 network development plan to the NERC for review. The goal of the investments outlined in the plan is to ensure the safe and reliable operation of the gas transmission system and to prepare for the long-term energy transition. There are also plans to develop hydrogen infrastructure.

2.5. Significant Events Following the End of the Reporting Period

2026

July

On July 1, Amber Grid joins the Board of the European Network of Transmission System Operators for Gas (ENTSO-G) for the first time. Amber Grid will be represented on the Board by its CEO, Nemunas Biknius. This step marks a new phase—a transition from expert participation to direct involvement in shaping and making strategic decisions at the association's board level.

03

Business Strategy and Planned Investments



- 3.1. Amber Grid Strategy—Part of the EPSO-G Group Strategy
- 3.2. The Key Projects Through 2035 and the Value They Create
- 3.3. Planned Investments Through 2035
- 3.4. Amber Grid's Goals for 2026
- 3.5. 10-Year Network Development Plans
- 3.6. Process for Updating the Strategy and Other Planning Documents

3. Business Strategy and Planned Investments

3.1. Amber Grid's Strategy

Vision, Mission, and Purpose

The Company's updated strategy through 2035 was approved in early 2026. The updated Amber Grid strategy, developed in collaboration with the companies of the EPSO-G Group, clarifies the Group's shared mission—to accelerate energy independence and enhance system security—and its Vision—to enable the transformation of the energy industry while simultaneously safeguarding national security interests. To achieve these goals, the following key directions have been outlined: building the infrastructure of the future, ensuring reliability and security, and serving as trusted strategic partners. To drive strategic change and achieve these goals, we will leverage various enabling measures: financing, innovation and digitalization, partnerships, asset development and management, and the optimization of supply chains and procurement. On this path of change, Amber Grid sees itself as a reliable partner, building a hydrogen network and a carbon dioxide ecosystem, continuing to actively expand the connection of green gas to the transmission network, developing markets, and strengthening ties with existing and future customers.

Detailed information about Amber Grid's strategy through 2035 can be found on our [website](#).



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

OUR MISSION

To accelerate energy independence and enhance system security

Values

We base the fulfillment of our mission, the pursuit of our vision, and all of the EPSO-G Group's activities on fundamental human and professional values—openness, responsibility, and reliability. These values are reflected in our daily conduct and decisions.



Open

I accept people's differences, I listen to others' opinions and express mine, I treat everyone with respect.

I develop, I am interested, I learn, I help others grow.

I share knowledge and experience, I cooperate, and I strive for consensus.



Responsible

I respect the time, efforts, and results of others.

I take initiative, and I act with consideration for the impact on people and nature.

I do what I commit to, and more, I act effectively.



Reliable

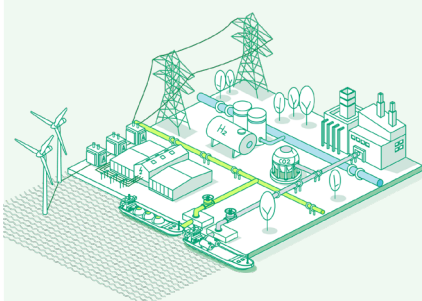
I act professionally, work safely, and follow best practices.

I create value for clients, colleagues, and partners by proposing and implementing solutions.

I care about our clients and partners, colleagues, and society.

Our Commitments and Areas of activity

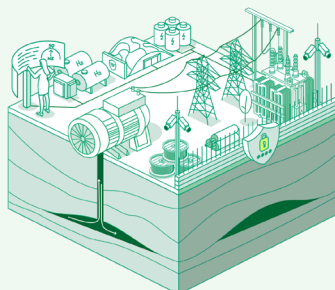
Driver of tomorrow's infrastructure



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

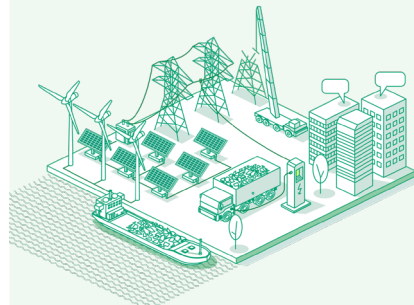
Provider of security and reliability



2

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

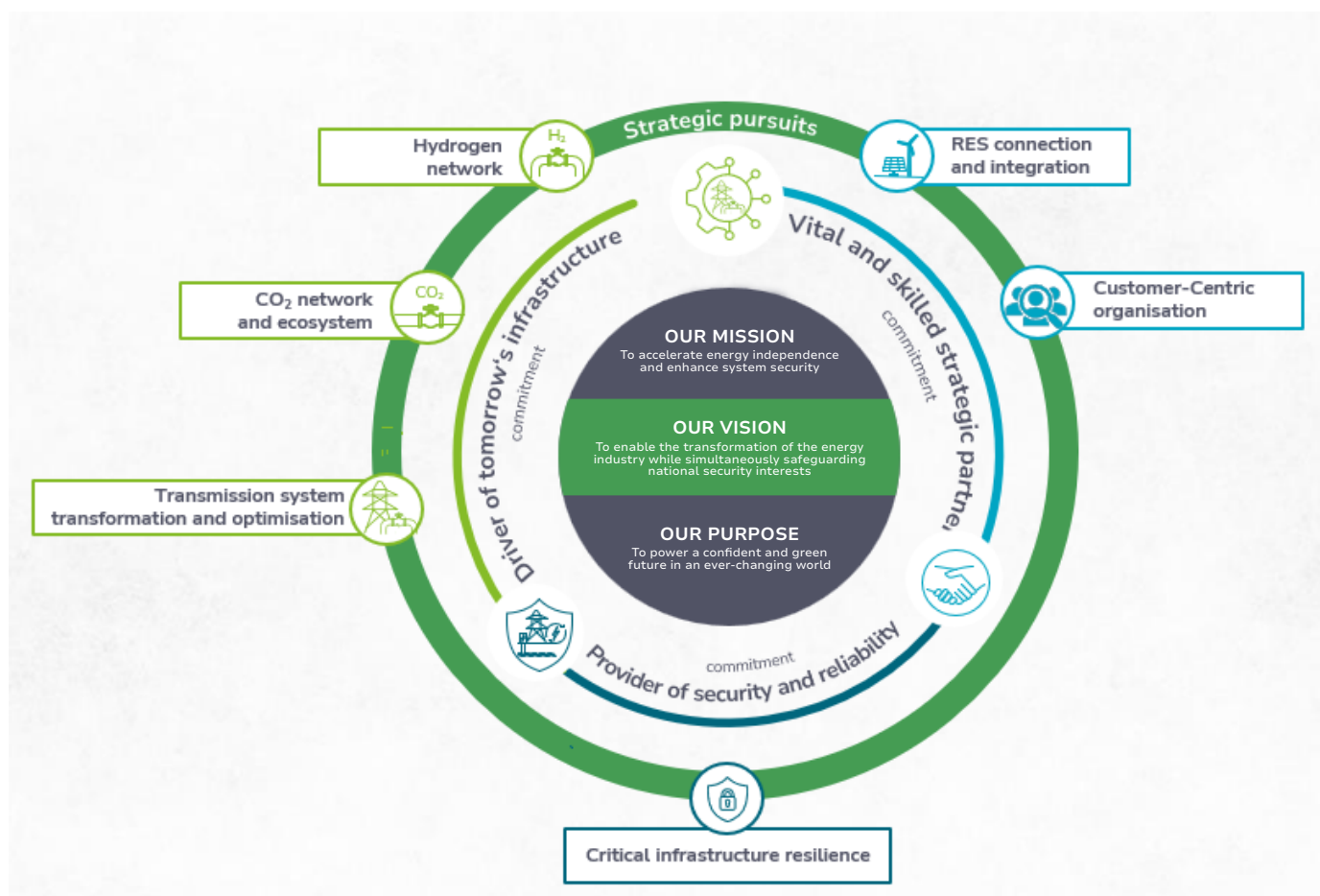
Vital and skilled strategic partner



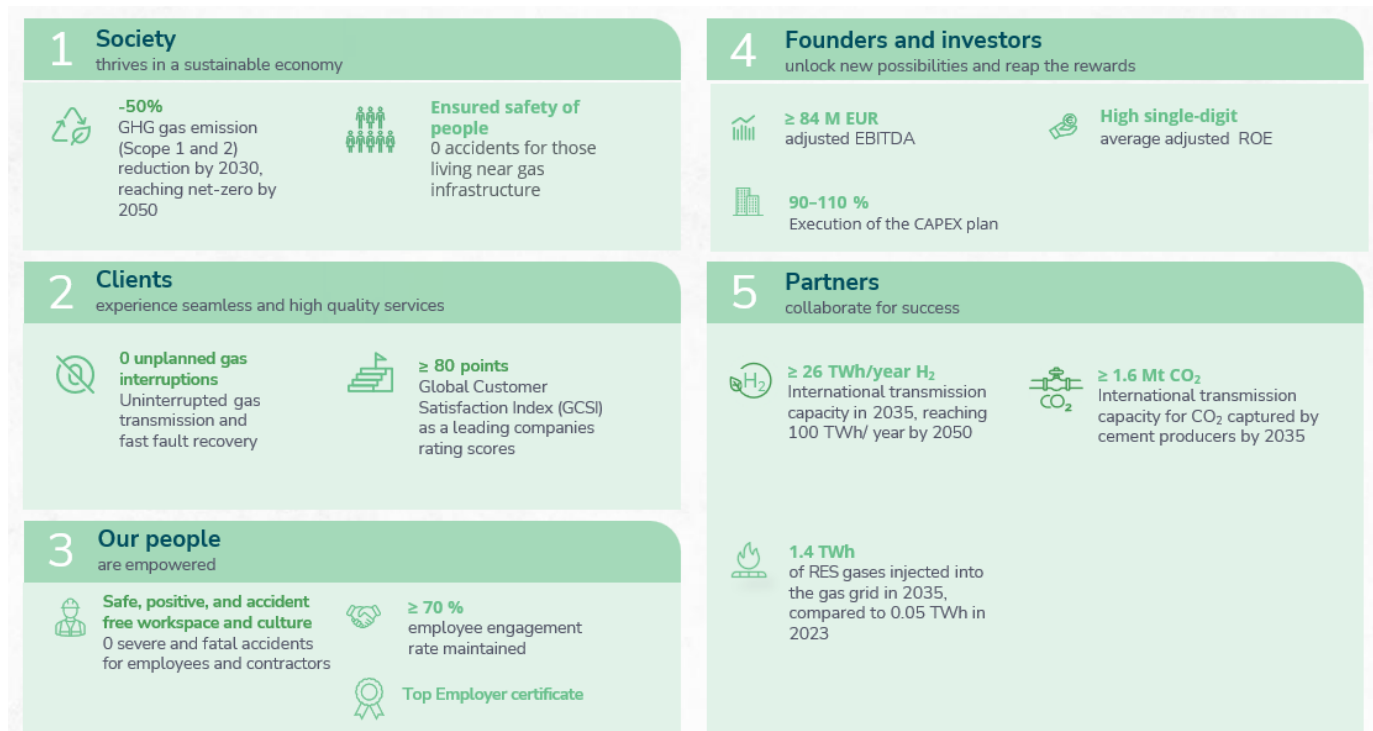
3

Energy **transition** requires a systemic and **close** cooperation of various industry peers, investors and governments. Our goal is to be a **trusted partner** in developing environmentally friendly infrastructure and markets

Our strategic commitments consist of the planned expansion of our current core activities and the development of new ones. Their interconnections are illustrated by the structure of the strategy.



Our Success by 2035 – Value for Stakeholders



3.2. The Key Projects Through 2035 and the Value They Create

In implementing the Group's strategy, we plan to develop many ambitious projects that will help us achieve our strategic goals.

Key projects already implemented and planned for development:



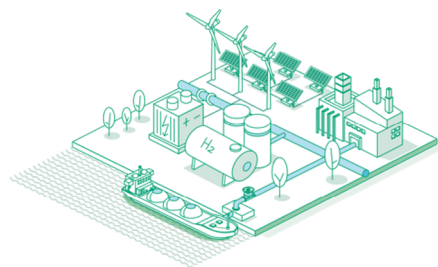
Hydrogen
network

~500 km

Estimated total length of the hydrogen
network in Lithuania

≥26 TWh / year

Developed international green H₂
capacity by 2035, reaching 100 TWh
by 2050



Amber Grid aims to develop a transmission network for a new energy vector—hydrogen—in Lithuania and connect it to neighboring EU countries. The Nordic-Baltic Hydrogen Corridor project has been recognized as a Project of Common Interest (PCI) by the EU. Through this project, we aim to create a hydrogen corridor for transporting green hydrogen from Finland and the Baltic countries to the Central and Northwestern EU markets, and to facilitate the development of a renewable hydrogen market in the Baltic Sea region. We also aim to accelerate the green transition by developing hydrogen infrastructure and creating the conditions for a competitive, pan-European market for low-carbon renewable hydrogen. The development of Lithuania's hydrogen network is crucial for facilitating hydrogen transit through the Nordic and Baltic corridor and for utilizing these resources to meet the country's needs. The network is scheduled to become operational after 2033.



Carbon Dioxide
Network

≥1,6 Mt CO₂

planned CO₂ transport network capacity
requirement

2035 year +

First cement producer connected to the
CO₂ network



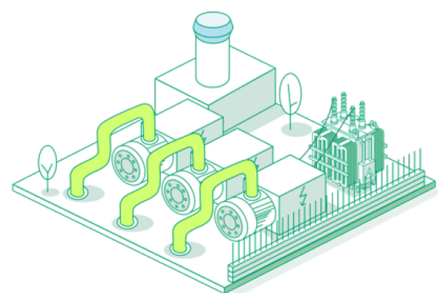
"CCS Baltic Consortium" is the first project in the Baltic states aimed at capturing carbon dioxide (CO₂) during cement production. The project aims to establish a CO₂ capture and transport value chain in Lithuania and Latvia, enabling the transport of CO₂ to ports and subsequently to a permanent offshore storage site. One of the first steps is to conduct a feasibility study that will include selecting the most efficient method of CO₂ transport. One possible method for transporting captured CO₂ is via pipelines, and the EPSO-G Group sees a role for itself in the development and operation of such pipelines. The capture of CO₂ from fossil fuels and biogenic sources is crucial for creating a climate-neutral economy and ensuring that the EU's net-zero emissions targets are met in the transportation, electricity generation, and other sectors, both in Europe and in Lithuania, by 2050. The "CCS Baltic Consortium" project has been recognized as a Project of Common Interest (PCI) by the EU. The network could become operational after 2035.



Modernization of gas
compressor stations

2

Gas Compressor Stations Undergoing Modernization

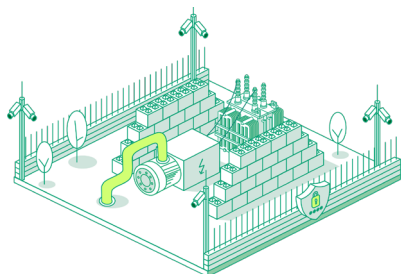


In light of the need to reduce technological and tax (emissions trading) costs and cut GHG emissions, Amber Grid has initiated the modernization of the Jauniūnai Gas compressor station. The plan is to install a new electric compressor unit with a capacity of up to 5 MW, along with all necessary infrastructure, at the Jauniūnai Gas compressor station by Q2 2029. Once the Jauniūnai Gas compressor station capacity optimization project is completed, the two existing 11.5 MW gas-powered compressors and the newly installed electric-drive compressor with a capacity of up to 5 MW will be sufficient to ensure the station's operational reliability.

In an effort to replace technologically obsolete equipment, optimize the operation of the transmission system, and meet increasingly stringent environmental requirements, Amber Grid launched a project in 2025 to modernize the Panevėžys gas compressor station. By Q4 2029, the Panevėžys gas compressor station is scheduled to install a new electric compressor unit with a capacity of approximately 10 MW and upgrade the related infrastructure. The new technical solutions will ensure the stability of existing infrastructure capacity and pave the way for its further expansion.



Strengthening the resilience of energy infrastructure

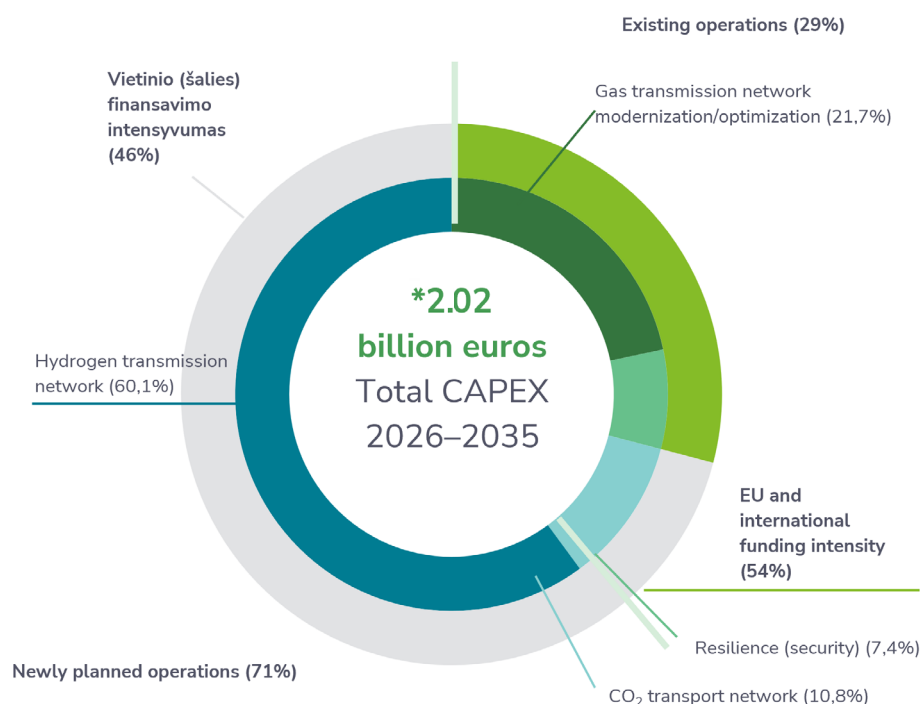


Since February 2022, in the context of Russia's large-scale invasion of Ukraine, and in response to the scale of destruction of strategic energy infrastructure and the geopolitical circumstances in the region, we decided to strengthen the protection of Lithuania's strategic and critical energy infrastructure facilities against hybrid threats. Together with other companies in the Group, we are implementing the Ministry of Energy's Program to Enhance the Resilience of Physical Energy Transmission Infrastructure Facilities of Strategic or Critical Importance. Through the implementation of this program, we aim to ensure the protection of critical infrastructure facilities against destruction or disruption, to implement the necessary measures to enhance the resilience of energy systems, prevent threats, and prepare for potential crises. In 2026, we plan to invest over 4 million euros in the resilience of gas transmission systems. With these funds, we have purchased mobile barrier protection measures, are carrying out work to install a system for detecting and neutralizing unmanned aerial vehicles, are implementing perimeter protection and electronic security measures, are building a reserve of critical equipment, and we plan to transfer the protection of the most critical facilities to the Public Security Service.

3.3. Planned Investments Through 2035

One of the most important and largest investment areas in the network development plan—both in terms of investment volume and the number of planned investments (projects)—is the modernization of the main gas pipeline section. Planned investments are intended for the replacement of existing worn-out transmission gas pipelines or the reconstruction of individual sections, the installation of pig launcher and receiver stations (inspection tool launching and receiving chambers), the integration of shut-off valves into the remote control system, and the restoration of pipeline condition based on the results of internal pipeline inspections (in-line diagnostics). Approximately 198 million euros are projected to be allocated to main gas pipeline replacement projects over the next 10 years. The implementation of these projects aims to modernize the existing infrastructure, ensure the safety and reliability of the transmission system, enable more efficient management of gas flows, and ensure the system's compliance with legal requirements.

Planned distribution of investments by current and planned activities through 2035, in billion EUR



3.4. Amber Grid's Goals for 2026

Based on the strategic directions and planned initiatives outlined in the strategy, the Amber Grid Board has set the company's goals for 2026. These include ongoing projects from 2025 as well as new, unique initiatives (more details on the 2026 priorities can be found on the [Amber Grid website](#)).

No.	Annual Goal	Results of the Annual Goal	Target weight, %
1.	Building infrastructure of the future	Development of hydrogen activity	37
		Optimization of compressor stations	
		Optimizing gas infrastructure and ensuring safety and reliability	
2.	Enable sustainable and efficient progress	Enhancing the Resilience of Strategic Infrastructure	30
3.	Enable sustainable and efficient progress	Effectively manage finances and resources	33
		Responsible and sustainable business development	
		Development of a unified culture	
		Advanced business environment	

3.5. 10-Year Network Development Plan

In January 2026, Amber Grid's strategy was updated, outlining significant investments in the modernization and development of energy infrastructure. To properly plan infrastructure needs and corresponding investments, and in accordance with best practices, Amber Grid and Litgrid conducted their first public consultation in early 2026 on a joint scenario for the development of electricity, gas, and hydrogen networks. During the consultation, planned investment projects and their preliminary values were also presented. The proposals and comments received from market participants were analyzed and coordinated with the interested parties; the assessment was published on March 26, 2026, and based on the agreed-upon scenario for the development of electricity, gas, and hydrogen networks, the Natural Gas Transmission System Operator's 10-year network development plan was prepared and submitted to NERC at the end of June; NERC will announce a public consultation and make a decision on the plan.

3.5.1. The Natural Gas Transmission System Operator's 10-Year Network Development Plan

In accordance with the provisions of the Republic of Lithuania's Natural Gas Law, the natural gas transmission system operator Amber Grid prepares a 10-year network development plan every two years. At the end of June 2026, the Company completed the preparation of a new 10-year (2026–2035) network development plan, which it submitted to NERC for evaluation. The goal of the investments outlined in the plan is to ensure the safe and reliable operation of the gas transmission system and to prepare for the long-term energy transition.

Key aspects of Amber Grid's 10-year network development plan include: modernization of existing gas infrastructure elements, ensuring safety, development of alternative energy sources, integration of renewable energy, creation of a hydrogen transport network, synergy between the gas and electricity sectors, and reduction of greenhouse gas (GHG) emissions.

Significant attention is being paid to the integration of renewable energy sources (RES) and their diversity—biomethane and green hydrogen. When preparing the integrated hydrogen network plan as part of the 10-year network development plan, the needs of potential customers were taken into account. Possible network solutions were coordinated with the electricity transmission system operator Litgrid and its network development plans.

3.6. Process for Updating Strategies and Other Planning Documents

The strategy, business plan, annual targets, and other planning-related documents are reviewed annually in accordance with the deadlines set forth in the Group's Integrated Planning and Monitoring Policy. When updating these plans, we are guided by the written expectations of the Ministry of Energy, as the entity exercising the rights of EPSO-G's shareholder (most recently, the letter of expectations dated June 23, 2025); [the National Energy Independence Strategy](#) (NENS, updated on June 28, 2024); other changes in European Union and national legislation and strategies; and changes in the business environment. To ensure that the objectives of each strategic direction are properly implemented, we assess and monitor the progress of the strategy's implementation at the end of each quarter.

04

Our Results



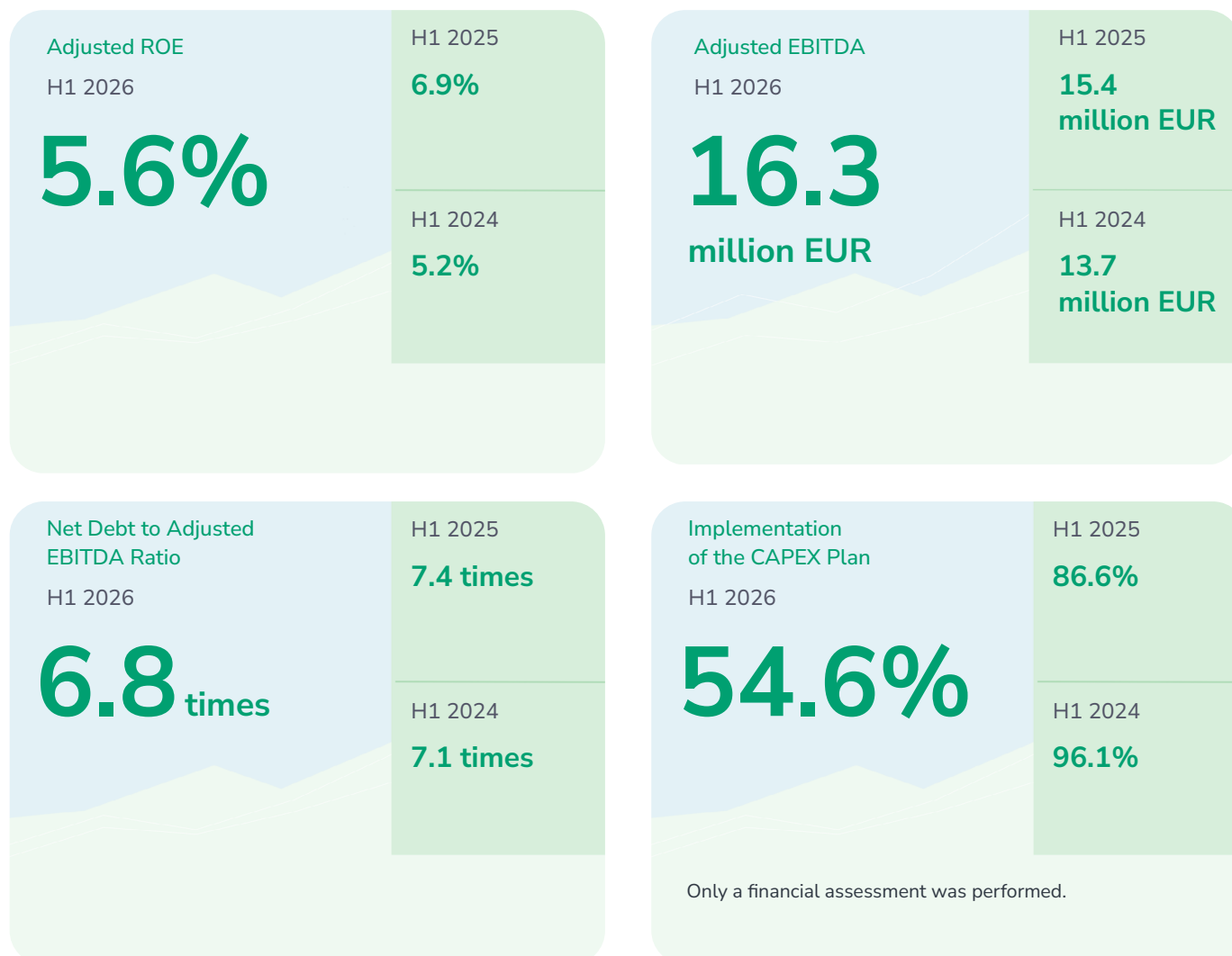
- 4.1. Report on the Achievement of Strategic Indicators
- 4.2. Results by Relevant Energy Business Sectors
- 4.3. Achievement of the Company's Annual Goals
- 4.4. Key Projects Implemented
- 4.5. Financial Report
- 4.6. Transactions with Related Parties

4. Our results

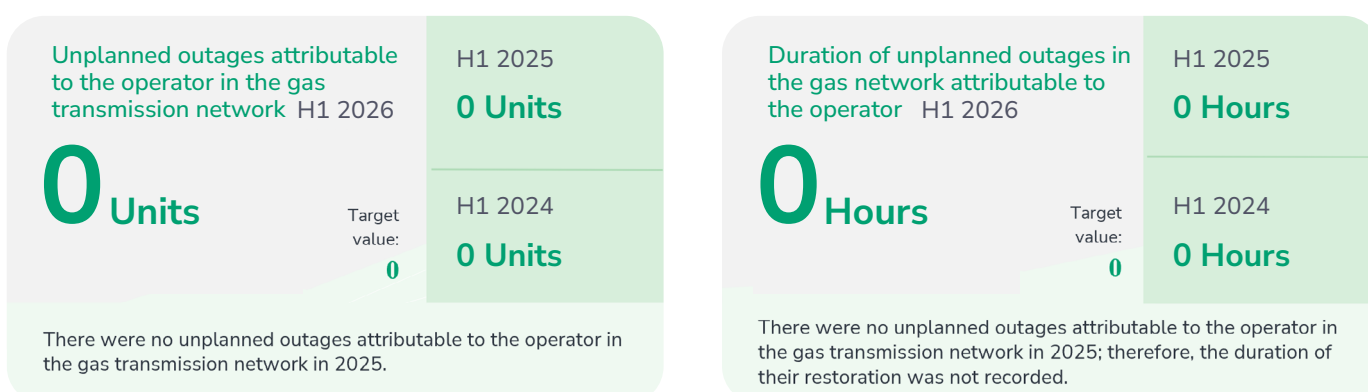
4.1. Report on the Achievement of Strategic Indicators

Below, we present our strategic, financial, and operational indicators. These strategy-based indicators help us evaluate our results and set further goals for Amber Grid.

4.1.1. Strategic Financial Indicators



4.1.2. Strategic performance indicators



AEl gas entering the system

H1 2026

0.2 TWh

H1 2025

0.09 TWh

H1 2024

0.05 TWh

The renewable energy gas entering the gas transmission system currently consists of biomethane produced in Lithuania. In the first half of 2026, there were six companies producing biomethane in Lithuania.

Customer Satisfaction (GCSI)

2025

86 Score

2024

90 Score

2023

83 Score

Customer satisfaction surveys based on the GCSI methodology are conducted once a year across the EPSO-G Group by surveying the customers of its subsidiaries, including Amber Grid.

4.1.3. Strategic Sustainability Indicators

Change in GHG emissions

2025

-21%

2024

-55%

2023

-36.5%

The Group's GHG emissions reduction relative to the 2019 baseline is measured annually.

Employee engagement

2024

69%**75%**

2023

72%

Amber Grid conducts an annual employee engagement survey to measure the proportion of employees who are engaged and motivated at work.

Number of serious and fatal workplace accidents, H1 2026

0 Units

H1 2025

0 Units

H1 2024

0 Units

Number of serious and fatal accidents involving contractor employees, Q1 2026

0 Units

H1 2025

0 Units

H1 2024

0 Units

4.2. Operational Results

4.2.1. Gas Transmission

Lithuania is a key gas transmission hub, both for our own country and for neighboring states. In H1 2026, a total of 21.3 TWh of gas was transported excluding transit to Kaliningrad. This is 29.1% more than in the same period of 2025, when 16.5 TWh of gas was transmitted.

In H1 2026, the gas transmission operator delivered 10.1 TWh of gas to Lithuanian gas consumers, or 16.2% more than in H1 2025 (8.7 TWh).

Through Lithuania's and the other Baltic states' main gas import source — the Klaipėda LNG terminal — 87.8%, or 18.6 TWh, of all gas transported into the system was supplied in H1 2026, compared with 86.8%, or 14.3 TWh, in H1 2025. Imports via the Klaipėda LNG terminal increased by 30.6% year-on-year, from 14.3 TWh to 18.6 TWh. To meet demand in Latvia, Estonia, and Finland, 8.8 TWh of gas was transmitted via the pipeline interconnection between Lithuania and Latvia. This is 46.8% more than in H1 2025, when transported volumes stood at 6 TWh. Flows to Poland grew by 40%, from 1.6 TWh to 2.3 TWh in 2026, as in 2025 some gas flows continued to be directed toward meeting demand in Ukraine. Thus, gas supply flows to EU countries in 2025 grew by as much as 45.4%.

Since Lithuania halted imports of Russian gas in 2022, only gas destined for Kaliningrad is transported via the Lithuania–Belarus interconnection. Gas transit to Kaliningrad amounted to 12.5 TWh in H1 2026, or 22% more than in H1 2025 (10.3 TWh). In H1 2026, 243 GWh of biomethane was injected into the gas transmission system by Lithuanian biomethane producers — 2.6 times more than in H1 2025, when the volume of biomethane injected into the transmission system stood at 92 GWh.

Changes in key gas transmission performance indicators over the first half of each year for the past 5 years:

	2026 H1	2025 H1	Change (2026 H1 vs. 2025 H1)		2024 H1	2023 H1	2022 H1
			+/-	Proc.			
Volume of gas transported to the internal delivery point, GWh	10 055	8 651	1 404	16,2	9 189	6 289	9 564
Volume of gas transported to adjacent transmission systems, GWh*	23 606	17 907	5 699	31,8	16 858	24 274	22 715
Number of unplanned gas transmission interruptions attributable to the operator	0	0	0	0	0	0	0
Total duration of unplanned gas transmission interruptions attributable to the operator, in hours and minutes	0	0	0	0	0	0	0

* Transmission systems in Latvia, Poland, and Kaliningrad.

4.3. Implementation of the Company's Annual Goals

The Amber Grid Board has set and approved the Company's annual performance goals for 2025. The financial and non-financial goals set for the Company are consistent with those of Amber Grid's CEO. The Company's CEO is accountable to the Board for the implementation of these goals.

Below is the status of the Company's progress toward implementing its 2025 goals.

Annual Goal	Target Value	Weight of the Goal	Assessment of Goal Achievement
Development of hydrogen and CO ₂ operations	1) EU funding secured for the development of the Nordic-Baltic Hydrogen Corridor project 2) Further analysis of the development of CO ₂ pipeline transport services	21%	17.4%
Optimization of the gas network to meet gas consumption needs and ensure safety	1) Modernization projects for the Jauniūnai and Panevėžys gas compressor stations are being carried out on time and within the planned scope 2) Analysis of transmission system assets completed; a plan for the safe optimization of gas infrastructure prepared	14%	13.2%
Ensuring the resilience of the energy system	1) Implementation of strategic infrastructure resilience measures as planned 2) Implementation of the long-term plan for ensuring the safety of gas pipelines within the scheduled timeframes and scope 3) Relocation of critical gas pipelines 4) Implementation of the investment program	35%	28.8%
Enabling the operation of new markets operations	Connection of the Lithuanian Registry of Guarantees of Origin for Gas Produced from Renewable Energy Sources to European Schemes	5%	4.8%
Efficient management of finances and resources	Adjusted ROE ≥ 5.4% Adjusted EBITDA > 27.2 million EUR OPEX ≤ 35.8 million EUR	12%	11.7%
Sustainable and responsible business operations	Achieving GHG reduction targets and further detailed scenario modeling to achieve net-zero emissions	5%	5%
Building a unified and desirable organization	1) Group leadership and core competency programs developed in collaboration with the Group 2) Implementation of a program to strengthen engineering competencies	8%	7.6%

88.5%

Achievement of 2025 annual goals

The Company's goals are identical to those of the Company's CEO. The Company's Board conducts an annual assessment of goals achievement. The result of this assessment is one of the factors taken into account when awarding annual financial incentives to the Company's CEO, as well as to other Company employees. The objectives are published on the Amber Grid website at <https://ambergrid.lt/tikslai>. According to the Board's assessment, **88.5%** of the objectives set for the Company were achieved in 2025.

4.4. Key Projects Implemented



Three projects to connect biogas production facilities (biogas power plants) to the transmission system were completed: shut-off valve stations and other technological equipment necessary for biogas transmission were installed in Pasvalys District (ŽŪB "Vaškai biomethane"), Šakiai District (ŽŪB "IDAR"), and Elektrėnai Municipality (Mockėnai ŽŪB).



Reconstruction of the main gas pipeline branch to the Grigiškės gas distribution station was completed in order to change the area's classification and enable the operator to conduct commercial activities. The length of the reconstructed section is approximately 600 m. The project was financed by the client.

Key results of R&D&I activities for the first half of 2026



Nordic-Baltic Hydrogen Corridor (NBHC)

In this project, which aims to create a green H₂ transport corridor between Finland and Germany, connecting H₂ production, supply, and storage centers in Finland, Sweden, Estonia, Latvia, Lithuania, Poland, and Germany, the key results for the first half of the year include:

- 2.1. Phase II of the feasibility study, scheduled for completion in the first quarter of 2027;
- 2.2. the ongoing phase of the project's feasibility study, which examines technical and environmental aspects, the launch of the national technical study, and the procurement of economic and financial analysis services.

For more information on the EPSO-G group's plans for hydrogen development, see Section 3.2 of this report.



Creating a value chain for CO₂ capture, utilization, and storage

Amber Grid, AB is a partner in the CCS Baltic Consortium project.

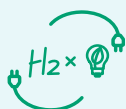
The project aims to establish a CO₂ capture, transport, and storage system in Lithuania and Latvia, directing the CO₂ to permanent storage sites in the North Sea (local geological storage is not permitted). A preliminary commercial and technical study conducted in 2025 showed that transporting CO₂ via pipelines is a rational, long-term, and economically viable solution. However, due to delays in testing CO₂ capture technologies in 2025, a joint decision was made to postpone the signing of a contract to fund a technical study on pipeline transportation until 2026. Once testing of CO₂ technologies is complete, decisions will be made regarding the method of transport and the feasibility of a technical and economic study of the pipeline network.

For more information on the EPSO-G group's plans for the development of the carbon dioxide network, see Section 3.2 of this report.



Satellite Monitoring Around Main Gas Pipelines

The project tested an automated satellite data analysis system that uses radar, multispectral, and high-resolution optical imagery. It enables the rapid detection of changes and unauthorized activities around main gas pipelines, ensuring safe gas transmission. The project demonstrated the benefits of satellite data for monitoring and identifying effective solutions.



Analysis of the Interaction Between the Green Hydrogen Ecosystem and the Electricity Sector

This analysis was conducted to assess the potential of Power-to-Gas technologies (electrolyzers) to provide flexibility services to the power system. The results show that, albeit to a limited extent, electrolysis facilities can contribute to the flexibility of the power system. Participation in flexibility markets could help reduce the price of hydrogen and optimize costs; however, the main source of revenue will remain sales of green hydrogen, and production volumes will be geared toward the needs of end users.



Smart measurement of gas pipeline geometry and contamination

This innovation makes it possible to determine the internal diameter of a main gas pipeline, as well as geometric anomalies, bends, ovality, and unmarked components (elbows, tees, reducers), and to assess contamination levels. It uses a foam-filled probe with an integrated smart component, enabling internal diagnostics even for pipelines constructed using older welding technology, where this was previously impossible.

4.5. Financial Report

4.5.1. Five-Year Financial Results

Financial Indicators. in millions of euros	2026 January -June	2025 January -June	Change (2026 vs. 2025)		2024 January -June	2023 January -June	2022 January -June
			+/-	Proc.			
Revenue	49.4	35.0	14.4	41.1	35.0	42.7	42.2
Operating expenses ⁸	26.4	31.3	-4.9	-15.6	30.5	38.3	33.6
EBITDA ¹	30.4	11.0	19.3	175	12.0	10.7	15.0
Adjusted EBITDA ²	16.3	15.4	0.9	6.0	13.7	12.6	16.5
EBIT	23	3.6	19.4	536.5	4.8	14.0	9.2
Net income	18.1	2.8	15.4	559	3.4	12.6	7.8
Adjusted net income ²	6.3	6.6	-0.3	-5.8	5.1	5.0	9.3
Cash Flow from Operations (FFO) ³	33.1	9.2	23.9	259	22.0	23.7	13.6
Investments ⁴	7.8	2.6	5.2	200	2.9	18.9	30.8
Relative financial ratios. %							
EBITDA margin ⁵	61.5	31.5			34.1	25.1	35.6
EBIT margin ¹¹	46.5	10.3			13.6	32.8	21.8
Net profit margin ¹²	36.7	7.9			9.8	29.5	18.5
ROE (last 12 months)	9.8	4.5			2.4	11.4	10.8
Adjusted ROE (last 12 months)	5.6	6.9			5.1	8.5	9.9
ROA (last 12 months)	5.3	2.4			1.3	5.8	5.3
Balance Sheet Financial Ratios. in millions of euros							
	2026 June 30	2025 June 30			2024 June 30	2023 June 30	2022 June 30
Assets	318.1	315.9	2.2	0.7	324.1	328.5	383.4
Non-current assets	295.3	287.3	8.0	2.8	295.8	299.1	294.4
Current assets	22.8	28.6	-5.8	-20.3	28.3	29.3	89.0
Equity	174.4	167.7	6.7	4.0	170.8	183.9	175.6
Liabilities	143.7	148.2	-4.5	-3.1	153.3	144.5	207.8
Net debt ⁶	110.9	114.5	-3.6	-3.2	98.2	98.5	108.1
Relative Financial Ratios							
Net debt-to-equity ratio. %	63.6	68.3			57.5	53.6	61.5
FFO to Net Debt Ratio ⁹	29.8	8			22.4	24.1	12.6
Net debt to EBITDA ratio ¹⁰	3.7	10.4			8.2	9.2	7.2
Net debt to adjusted EBITDA ratio	6.8	7.4			7.2	7.8	6.5
Equity-to-assets ratio. %	54.8	53.1			52.7	56.0	45.8
Current ratio ⁷	0.55	0.32			0.44	0.39	1.19

1) EBITDA = Profit (loss) before tax + finance costs – finance income + depreciation and amortisation expenses + impairment losses on assets (including negative revaluation of property, plant and equipment) + asset write-off expenses.

2) Adjusted income, expenses and profitability indicators are calculated due to temporary regulatory deviations from the regulated profitability approved by NERC, the result of revaluation of fixed assets and other non-recurring gains or losses.

3) Funds from Operations (FFO) = cash flows from operating activities reported in the statement of cash flows.

4) Investments = information presented in the segment disclosures of the financial statements.

5) EBITDA margin = EBITDA / Revenue.

6) Net debt = Information disclosed in the financial statements.

7) Current ratio = Current assets / Current liabilities.

8) Operating expenses include depreciation expenses.

9) FFO to Net Debt ratio = FFO (last 12 months) / Net debt.

10) Net Debt to EBITDA ratio = Net debt / EBITDA (last 12 months).

11) EBIT margin = EBIT / Revenue.

12) Net profit margin = Net profit (loss) / Revenue.

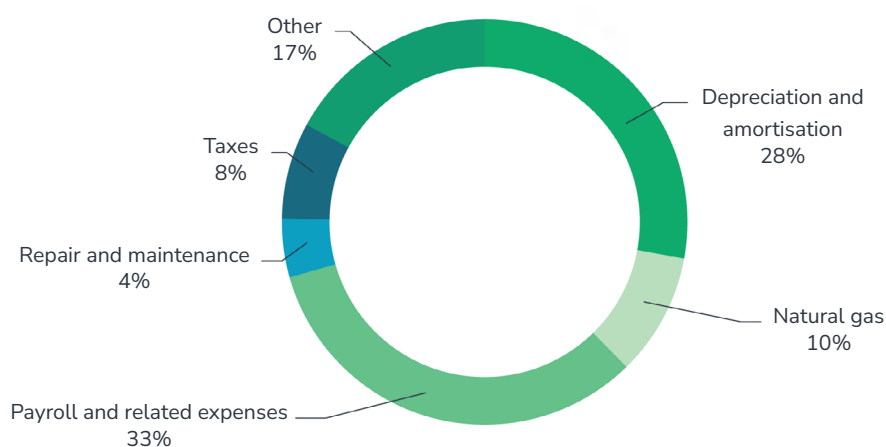
4.5.2. Revenue

In the first half of 2026, the Company's revenue totaled 49.4 million euros, an increase of 14.4 million euros, or 41 percent, compared to the same period in 2025. This revenue growth was driven by the 30 percent higher cap on natural gas transmission revenue set by NERC for 2026. In addition, during the first half of 2026, the total volume of gas transmitted increased by 27 percent compared to the corresponding period in 2025, reaching 33.7 TWh.

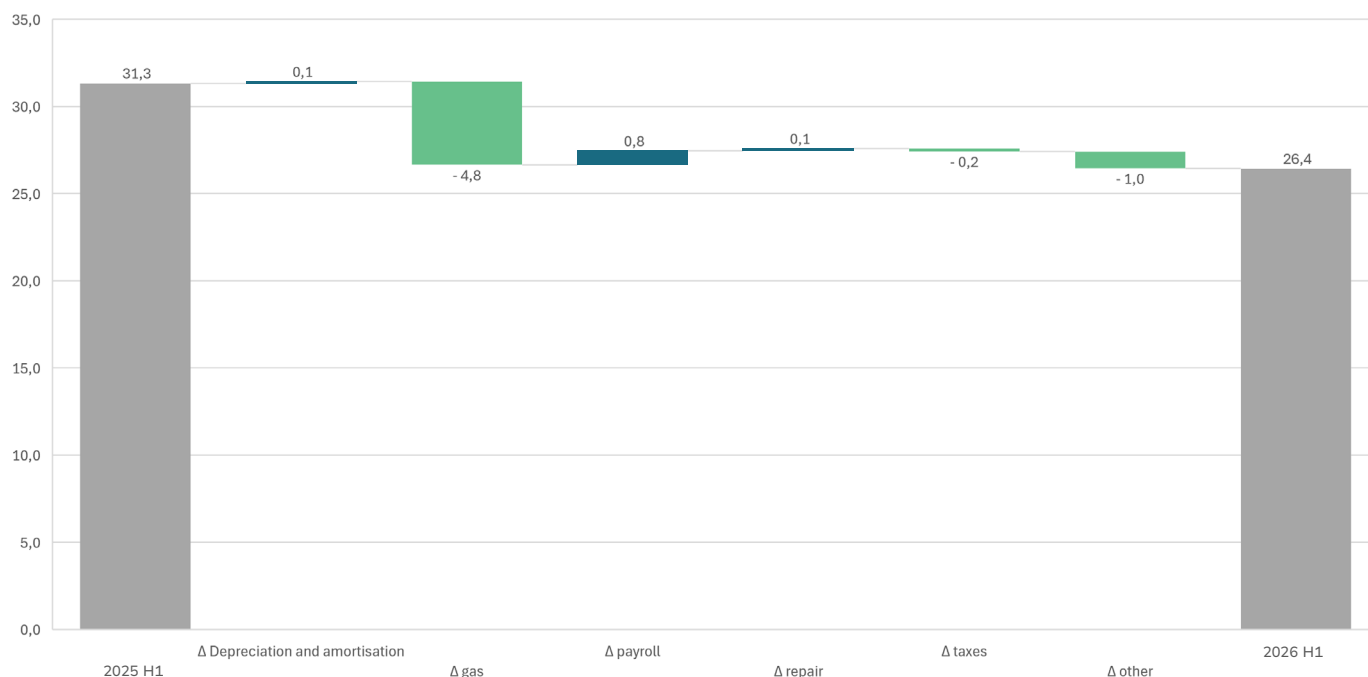
4.5.3. Operating expenses

The Company's operating expenses amounted to EUR 26.4 million in H1 2026, a decrease of EUR 4.9 million, or 15.6%, compared to H1 2025 (EUR 31.3 million). The largest positive contribution to the decrease in expenses came from natural gas costs, which fell by EUR 4.8 million. In addition, expenses in the other expense category decreased by EUR 1.0 million due to a one-off CBCA contribution paid in 2025. In the first half of 2026, the largest share of operating expenses consisted of payroll expenses (33%) and depreciation expenses (28%), while natural gas expenses accounted for 10% of total operating expenses.

Operating expense structure, %



Change in operating expenses, EUR million



Operating expenses, in millions of euros	2026 January -June	2025 January -June	Change	
			+/-	Proc.
Operating expenses:	26,4	31,3	-4,9	-15,6
Natural gas acquisition costs	2,6	7,4	-4,8	-65,2
Wages and salaries	8,7	7,9	0,8	10,4
Depreciation and amortization	7,4	7,3	0,1	1,5
Other	7,8	8,8	-1,0	-11,6

4.5.4. Operating Results

The Company's earnings before interest, taxes, depreciation, and amortization (EBITDA) amounted to EUR 30.4 million in H1 2026. Compared to H1 2025, this figure was EUR 19.4 million higher (H1 2025: EUR 11.0 million). The EBITDA margin stood at 61.5% in H1 2026 (compared to 31.5% in H1 2025). The growth in EBITDA was mainly driven by a EUR 14.4 million (41%) increase in revenue and a EUR 4.8 million decrease in natural gas costs.

4.5.5. Adjusted Operating Results

The recalculation of regulated revenue, expenses, and profitability indicators is carried out due to temporary regulatory deviations from the regulated profitability approved by the NERC. The calculation of adjusted indicators takes into account the revenue correction for prior periods, which has already been approved by a NERC decision when setting the regulated transmission service prices for the reporting period, as well as the deviation between the NERC-approved (regulated) and actual profitability for the reporting period, which will be taken into account by NERC when setting transmission prices for the following period. It also eliminates the effects of asset revaluation and other atypical profit or loss.

- Adjusted EBITDA in H1 2026 was EUR 16.3 million (H1 2025: EUR 15.4 million).
- Adjusted net profit in H1 2026 was EUR 6.3 million (H1 2025: EUR 6.6 million).
- Adjusted average return on equity (ROE) for the trailing twelve months was 5.6% (June 2025: 6.9%).

The increase in adjusted EBITDA was driven by higher depreciation expenses and return on investment approved by the regulator. Adjusted net profit remained at a similar level.

The detailed adjustments used to calculate adjusted EBITDA and adjusted net profit (loss) are disclosed below.

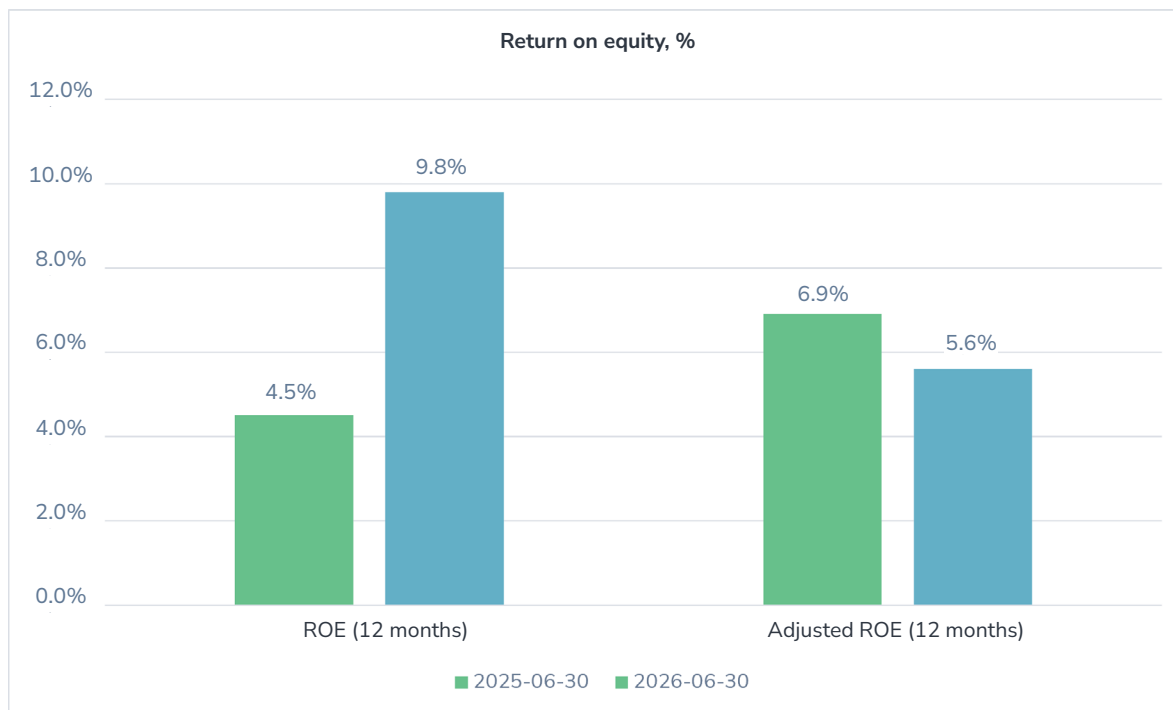
EBITDA adjustment, mln. Eur	2026 January -June	2025 January -June
EBITDA	30.4	11.0
Reversal of return-on-investment deviation for prior periods	-4.0	2.3
Current-year difference between actual revenue and the revenue set by the State Energy Regulatory Council (NERC)	-7.5	2.1
Current-year difference between actual technological losses and losses set in the price	-1.5	-1.4
Other adjustments between current-year actual figures and price-set figures	-1.1	1.4
Adjusted EBITDA	16.3	15.4

Net profit (loss) adjustment, EUR million	2026 January -June	2025 January -June
Net profit (loss)	18.1	2.8
EBITDA adjustments	-14.1	4.4
Current-year difference between regulatory and financial depreciation of non-current tangible assets	-0.3	0.2
Current-year difference between actual taxes and taxes set in the price, and other	2.6	-0.8
Adjusted net profit (loss)	6.3	6.6

4.5.6. Return on Equity

At the end of June 2026, return on equity (trailing 12 months) stood at 9.8%, an increase of 5.3 percentage points compared to the corresponding period in 2025, driven by net profit growing more than sixfold in 2026.

At the end of June 2026, adjusted return on equity (trailing 12 months) decreased by 1.3 percentage points compared to the corresponding period in 2025, reaching 5.6%. The main driver of this decrease was lower adjusted net profit combined with an increase in average equity.

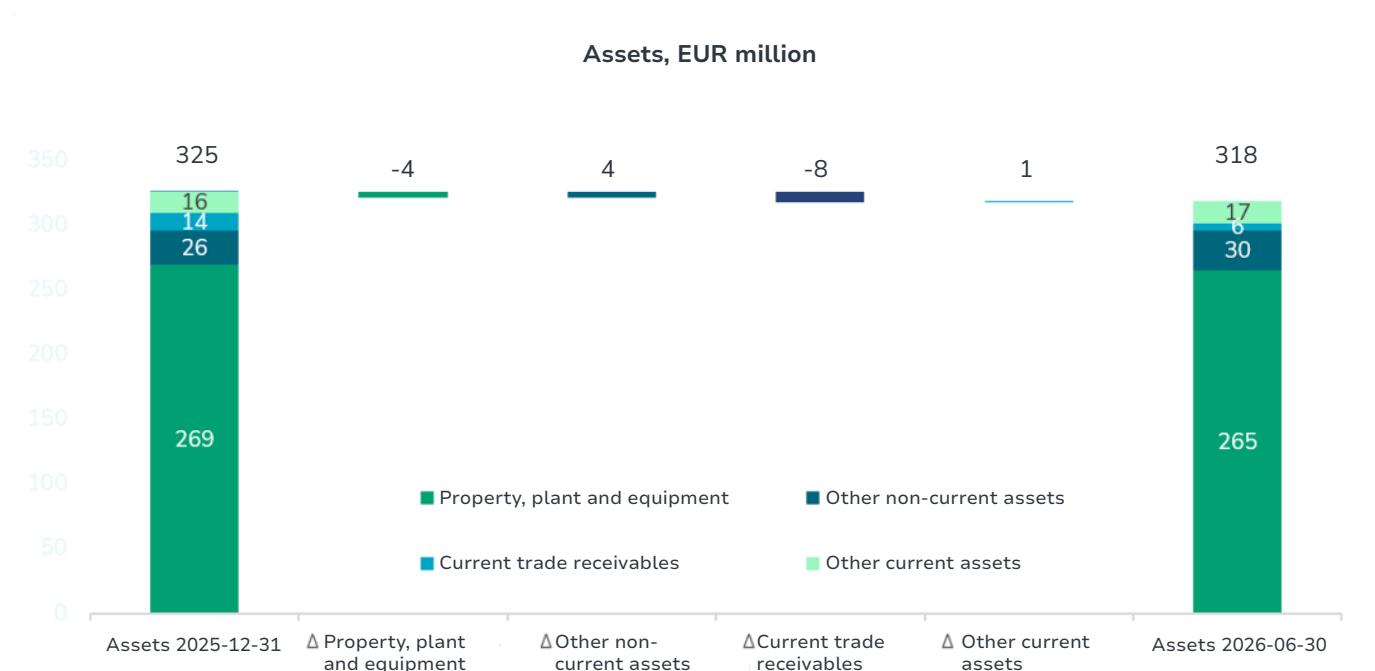


Key financial indicators of regulated activities	2026 January -June	2025 January -June	Change	
			+/-	Proc.
RAB (at beginning of year), EUR million	262.0	268.3	-6.3	-2.3
Regulatory depreciation, EUR million	6.7	6.6	0.1	1.4
WACC (return on investment rate)*, %	5.58	5.68	-0.1 p.p.	

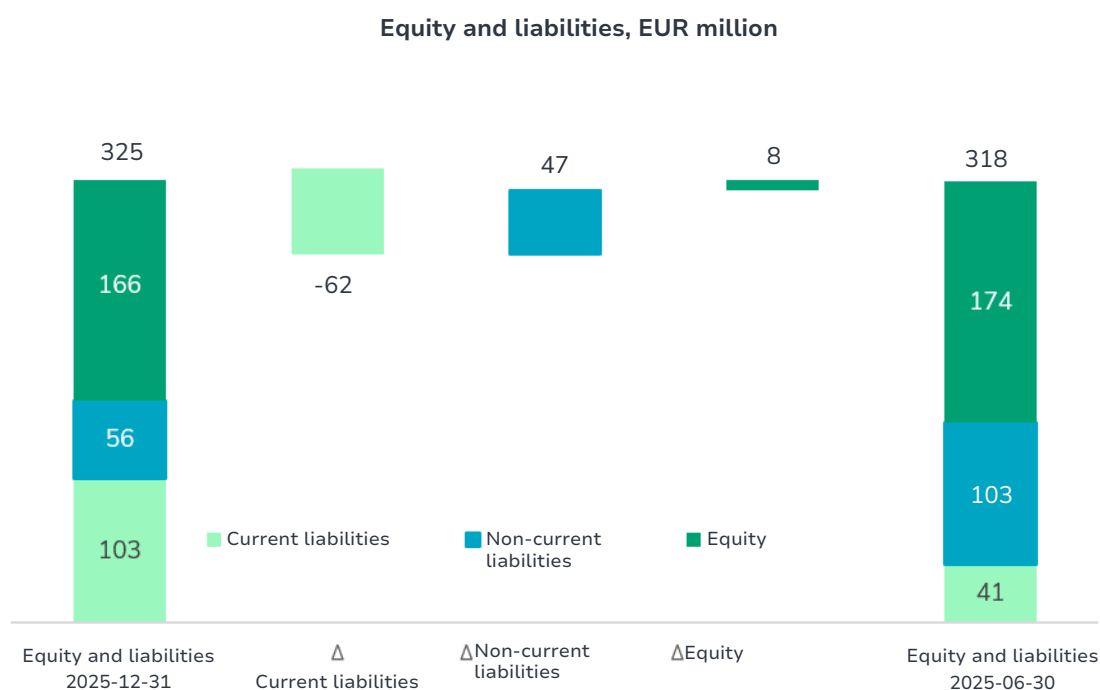
*The return on investment rate (WACC) set by the State Energy Regulatory Council and included in the regulated prices.

4.5.7. Statement of Financial Position

As at 30 June 2026, the Company's assets amounted to EUR 318.1 million, a decrease of 2%, or EUR 6.6 million, compared to the end of 2025. Non-current assets stood at EUR 295.3 million, accounting for 93% of total assets. Compared to the end of 2025, non-current assets remained at a similar level (EUR 294.9 million).



As at 30 June 2026, non-current liabilities amounted to EUR 102.4 million, an increase of 85%, or EUR 46.9 million, compared to 31 December 2025. This increase was driven by the reclassification of EIB and NIB loans from current to non-current liabilities. Shareholders' equity increased by 5%, or EUR 8.1 million, compared to the end of 2025, reaching EUR 174.4 million, due to net profit earned during the reporting period. The equity-to-assets ratio at the end of June 2026 stood at 55% (51% at the end of 2025).



As at the end of June 2026, net financial liabilities to creditors, including lease liabilities, amounted to EUR 110.9 million.

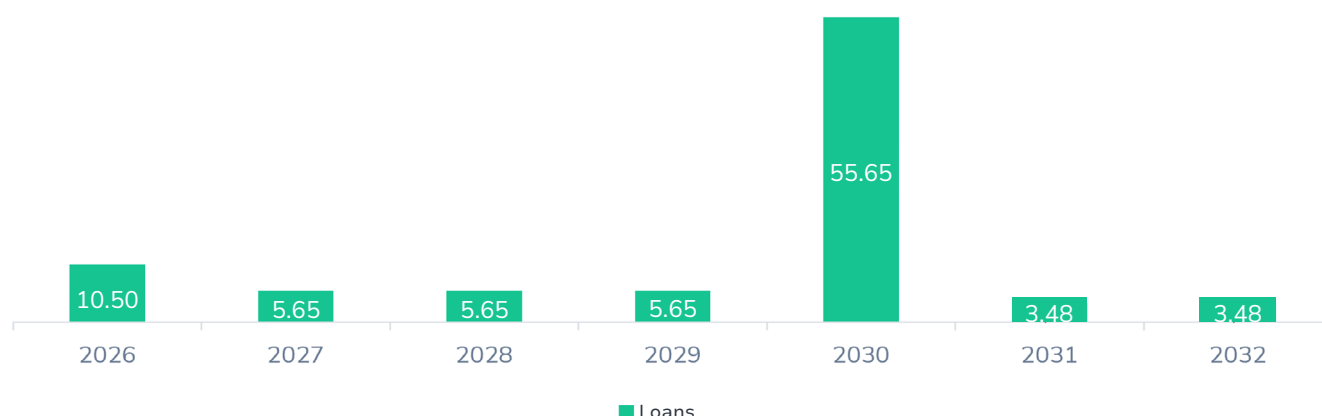
Net Debt, in millions of euros	June 30, 2026	December 31, 2025	Change	
			+/-	Proc.
Group net debt:	110,9	125,2	-14,3	-11,4
Long-term and short-term loans	108,7	123,7	-15,0	-12,1
Lease obligations	3,0	3,5	-0,5	-14,3
Cash and cash equivalents, deposits, bonds	0,8	2,0	-1,2	-60,0

In management's assessment, for internal monitoring purposes when analysing the level of net debt, the formula used to calculate this indicator reduces financial debt not only by cash and cash equivalents, but also by the portion of financial assets consisting of highly liquid, low-risk instruments — i.e., deposits with a maturity of more than 3 months. The components used in calculating this indicator were selected on the basis that these financial instruments can be converted into cash within a very short period, with no or only insignificant financial losses.

4.5.8. Financing

As at June 30, 2026, all of Amber Grid's financial debt was denominated in euros. As at June 30, 2026, 33.68% of total financial debt carried a fixed interest rate, with the remaining portion of financial debt carrying a variable interest rate. The weighted average interest rate on loans as at June 30, 2026 was 2.37% (June 30, 2025: 2.11%). The average remaining maturity of financial liabilities as at June 30, 2026 was 7.13 years.

Amber Grid's financial debt repayment schedule (excluding interest), EUR million



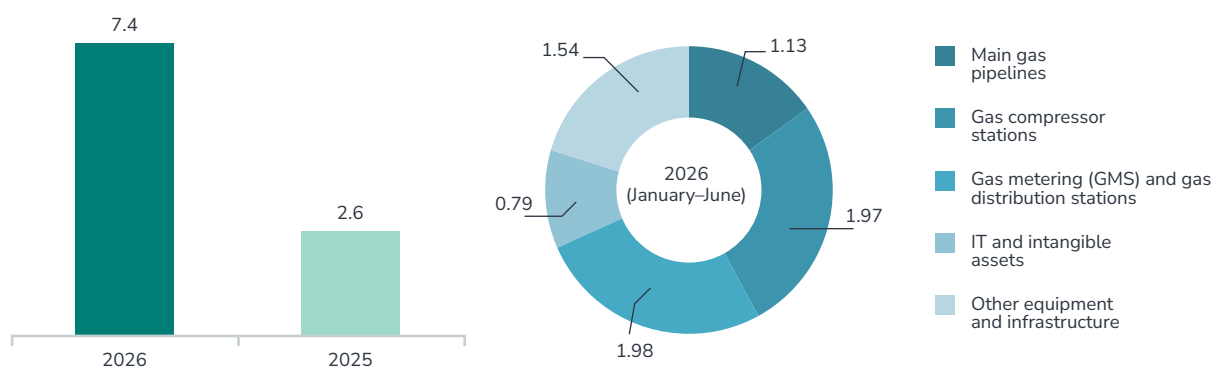
4.5.9. Cash Flows

In H1 2026, net cash flow from operating activities amounted to EUR 33.1 million (H1 2025: EUR 9.2 million). The Company allocated EUR 7.4 million to investments in non-current assets (H1 2025: EUR 30.2 million). In H1 2026, the Company repaid EUR 2.8 million of long-term loans (H1 2025: EUR 2.8 million).

4.5.10. Investments

Amber Grid's investments in H1 2026 amounted to EUR 7.4 million, EUR 4.8 million more than in the same period of 2025 (EUR 2.6 million). The increase in investments was mainly driven by major reconstruction and modernisation projects underway, including the capacity optimisation of the Jauniūnai gas compressor station (EUR 1.9 million), the reconstruction of the Elektrėnai gas metering station (EUR 1.7 million), and the acquisition of hot-tapping equipment and spare installation parts (EUR 1.1 million). Additional funds were invested in replacing shut-off valves on the main gas pipelines and connecting them to the SCADA system (EUR 1.1 million), commercial network data processing and storage infrastructure (EUR 0.5 million), the acquisition of special-purpose vehicles (EUR 0.2 million), and other items.

Investments, EUR million (January–June)



On June 29, 2023, having assessed amendments to the Law on Public Limited Liability Companies of the Republic of Lithuania, the Board of EPSO-G repealed the Related Party Transactions Policy. In order to ensure compliance with the requirements set out in the aforementioned law and to ensure proper oversight and disclosure procedures for related party transactions of Group companies, the boards of the Group companies (Litgrid and Amber Grid) have been mandated to seek the opinion of the EPSO-G Audit Committee prior to entering into related party transactions that meet the criteria set out in the Law on Public Limited Liability Companies of the Republic of Lithuania, and to ensure that such transactions are disclosed in accordance with the established procedure. Information on related party transactions, if any occurred during the reporting period, is disclosed in the annual financial statements.

05

How We Make Decisions



- 5.1. Amber Grid's Management System and Documents
- 5.2. Amber Grid's Governing Bodies and Their Activities
- 5.3. Amber Grid's Management and Responsible Persons
- 5.4. Risk Management System
- 5.5. Compliance, Anti-Corruption Activities, and Conflict of Interest Management
- 5.6. Audit and Financial Reporting

5. How We Make Decisions

In the first half of 2026, the Company's shareholder structure remained unchanged. UAB "EPSO-G" retained a 96.58% stake. UAB "EPSO-G" exercises corporate governance of the group in accordance with the version of the "EPSO-G" Group Corporate Governance Guidelines approved on December 29, 2022, by the Ministry of Energy of the Republic of Lithuania, which exercises the rights and obligations of "EPSO-G's" sole shareholder. The guidelines establish corporate governance principles that apply uniformly to all companies in the "EPSO-G" Group and regulate the governance model, management structure, and the system for ensuring management, control, and accountability.

The revised Corporate Governance Guidelines enshrine seven key principles of corporate governance:

- the principle **of creating the conditions for effective corporate governance**, which aims to ensure that the Group is managed and that necessary decisions are made effectively;
- the principle **of proportionality**, which aims to ensure that the governance methods applied by "EPSO-G" are proportionate, i.e., do not create an unnecessary administrative burden;
- the principle **of the exercise of shareholder rights**, which aims to create conditions for the proper exercise of the rights and legitimate interests of all shareholders;
- the principle **of stakeholder engagement**, which recognizes the rights and expectations of stakeholders;
- the principle **of transparency**, which aims to ensure that the Group's activities are organized transparently, with proper disclosure of material information;
- the principle **of responsibility and accountability of management bodies**, which aims to ensure that management bodies perform their functions properly and in a timely manner, actively exercise their rights, and duly fulfill their duties;
- the principle **of integrity**, which aims to ensure both vertical and horizontal integrity.

The Company adheres to the best governance practices set forth in the recommendations on good governance published by the Organization for Economic Cooperation and Development (OECD), the recommendations of the United Nations and Nasdaq Vilnius, as well as other internationally recognized standards and good governance recommendations, the primary goal of which is to ensure that state-owned companies are managed transparently and effectively.

We are purposefully striving to earn trust through our strategic projects and place great emphasis on operational transparency and accountability. This is also reflected in external evaluations: Amber Grid's overall governance quality received an "A" rating in the Governance Coordination Center's (VKC) Good Governance Index 24/ 25.



A Good
Governance
Index

Ratings awarded to the company according to the VKC dimensions:

- transparency (A);
- strategic management (A+);
- collegial bodies (A);
- shareholder conduct (A).

VKC
Governance Coordination Centre

5.1. Amber Grid, AB Operational Management System and Documents

5.1.1. Operational Documents

Amber Grid Articles of Incorporation

During the first half of 2026, the Articles of Association remained unchanged—the version of the Amber Grid Articles of Association approved by a resolution of the General Shareholders' Meeting on April 30, 2024, remained in effect; this version was registered with the Register of Legal Entities on May 13, 2024.

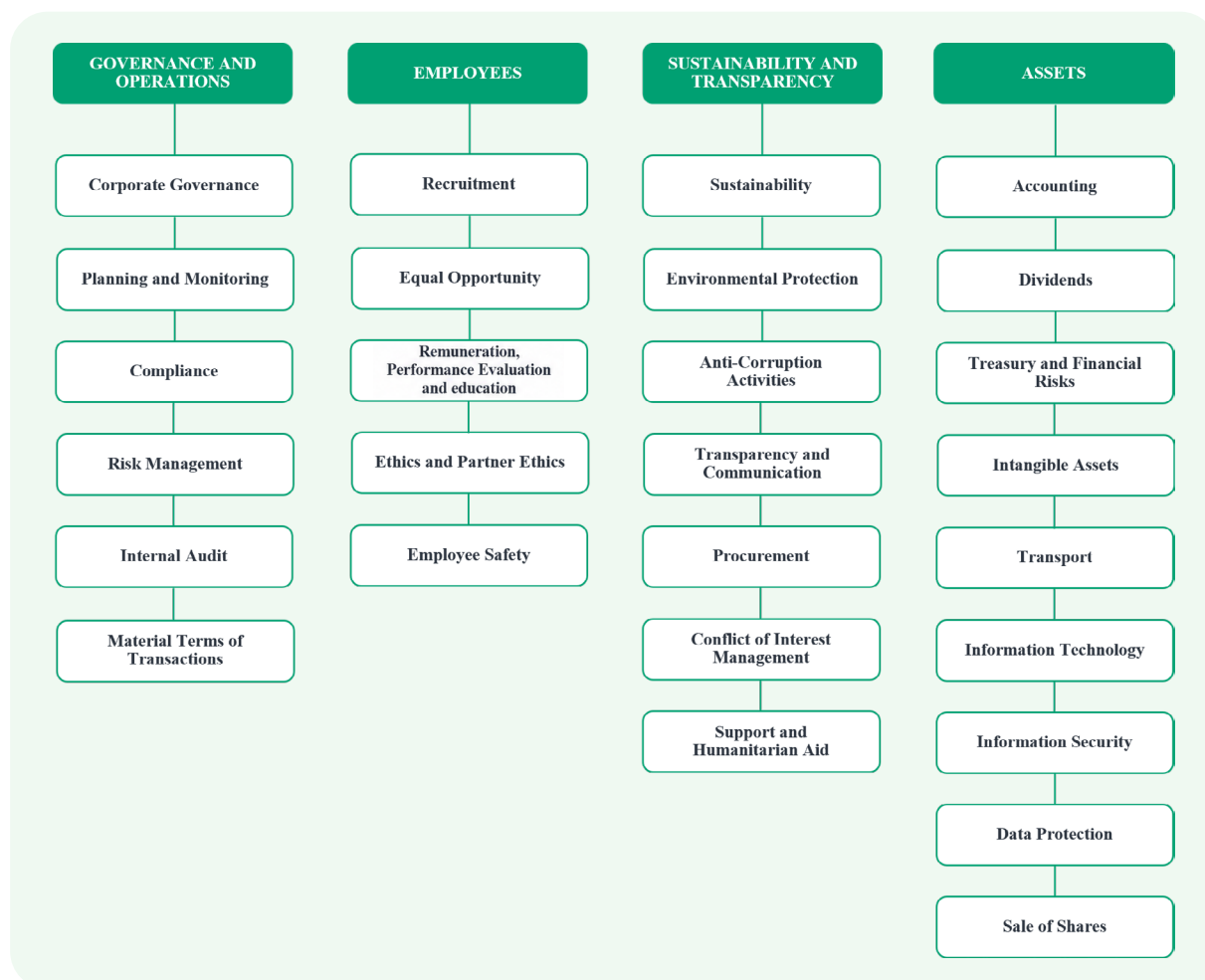
We invite you to review Amber Grid's Articles of Association on the Amber Grid website, in the ["Investor Relations"](#) section.

Operating Policies

Good governance practices at Amber Grid during the reporting period were implemented by applying the operational

policies approved by the Board of UAB “EPSO-G”, which are followed by all companies within the “EPSO-G” Group. The EPSO-G Group’s operational policies help us establish a consistent and effective organizational management system, enabling us to successfully implement important strategic projects and transparently and efficiently generate benefits for the country’s people and businesses.

In pursuit of the objectives set forth in the shareholder’s letter of expectations, the EPSO-G management company has established key principles—and, where appropriate, specific rules—across the Group in the following areas of operation:



During the reporting period, new versions of the following policies **were approved**: the EPSO-G Group’s Conflict of Interest Policy and the Amber Grid Executive officer and Board Member Remuneration Policy.

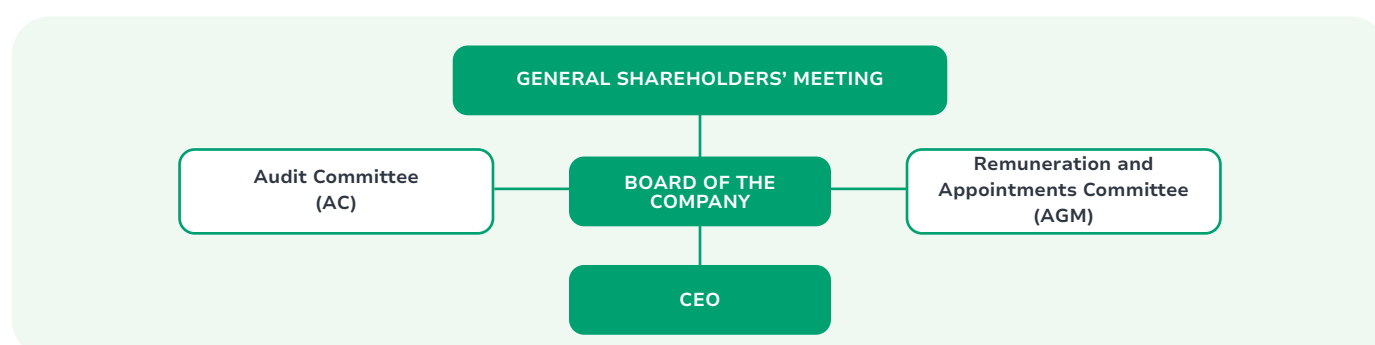
You can view these policies on the Amber Grid [website](#).

5.1.2. Amber Grid’s Management, Oversight, and Organizational Structure and Functions

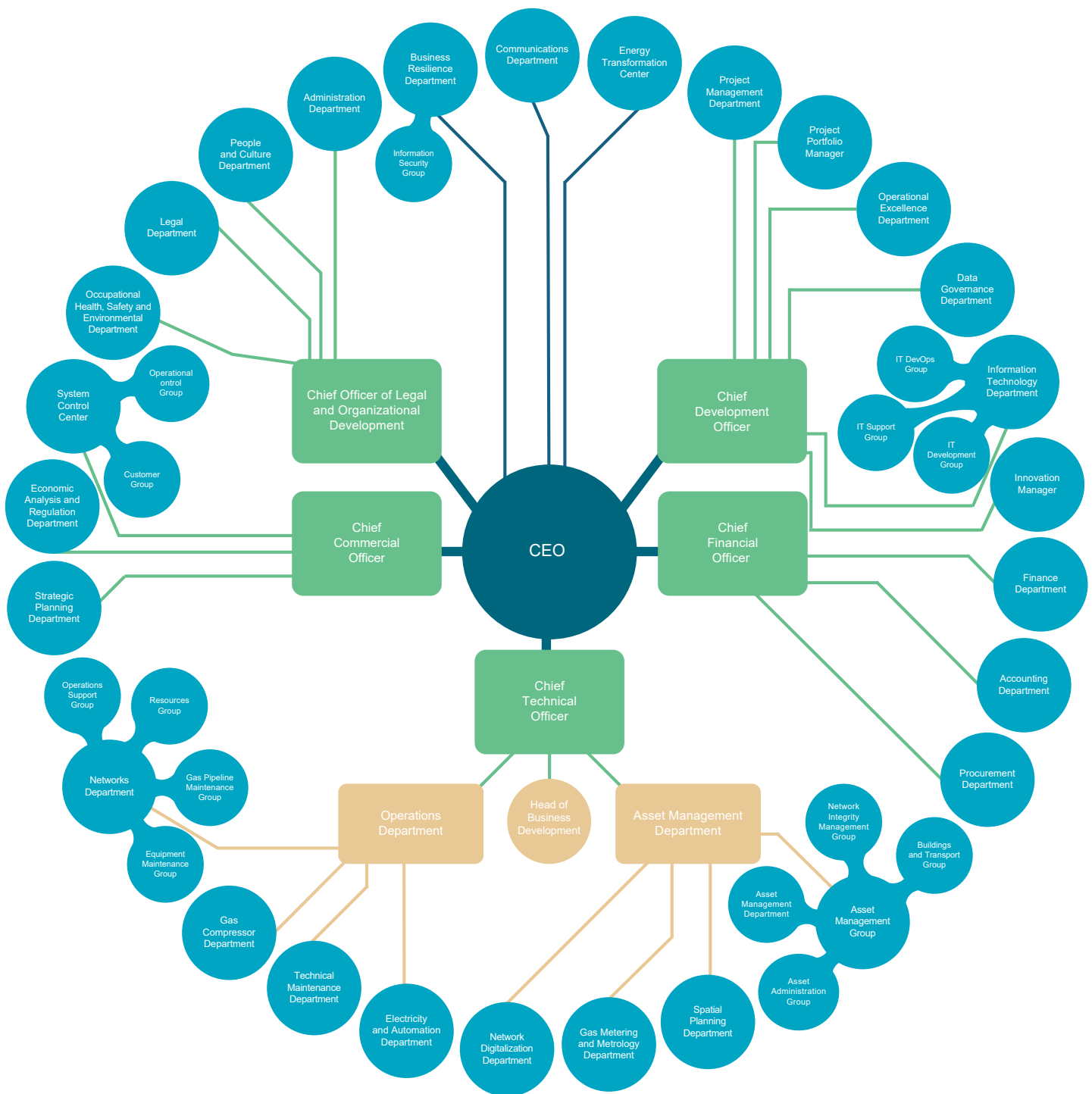
In accordance with the provisions of the Corporate Governance Policy, Amber Grid’s governance model is implemented through two main governance mechanisms: (i) corporate governance and (ii) functional governance.

Governance and Oversight System

Amber Grid’s management and oversight structure ensures optimal operational organization, accountability, process efficiency, and responsibility.



Amber Grid Organizational Structure



After the reporting period:

- The Business Resilience Division is being restructured and its functions are being integrated into other divisions;
- The Development and Innovation Division is becoming the Strategy Division, with the Sustainability and Risk teams merged into it;
- Infrastructure and project management are being consolidated for greater efficiency;
- The Organizational Development and Culture Division will strengthen its health and safety functions.

The EPSO-G Group's corporate governance framework consists of:

- [The EPSO-G Group's Corporate Governance Guidelines.](#)

- Articles of incorporation of the management company and Group companies. You can view the articles of incorporation of Amber Grid here:

- [Corporate Governance Policy.](#)

- [Rules of Procedure of the Board.](#)

- [Terms of Reference for the Audit Committee.](#)

- [Rules of Procedure for the Remuneration and Appointments Committee.](#)

Other corporate governance documents of the Group's companies.

Management of Functions and Functional Areas

In the first half of 2026, the management company "EPSO-G" applied a functional management model to the Group's operations, based on the functioning of functions and functional areas at the Group level, which, according to international practice, creates the greatest value for corporate groups. During the reporting period, the Group had 21 functions.

Group Executive Committee

The Group Executive Committee (GEC) is a collegial management body formed by a resolution of the EPSO-G Board, which helps ensure the overall direction of our Group, operational efficiency, and smooth cooperation among Group companies. It comprises the heads of "EPSO-G" and the Group companies, who jointly make decisions regarding the development and empowerment of the Group's business segments, as well as the operation (and centralization) of functions and functional areas at the Group level.

5.2. Amber Grid's Governing Bodies and Their Activities**5.2.1. Amber Grid General Shareholders' Meeting**

In the first half of the year, the Company's shareholder structure remained unchanged. "EPSO-G" retained a 96.58% stake in the Company and was the sole shareholder holding more than 5% of the Company's shares. "EPSO-G" has a decisive vote in decision-making at the General Shareholders' Meeting.

During the first half of 2026, the General Meeting of Shareholders of Amber Grid, AB adopted the following material resolutions:

Date	Material Resolutions
9 January 2026	Appointed KPMG Baltics UAB as the audit firm to conduct the audit of Amber Grid's financial statements, prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union, and the Management Report for the financial years 2026–2028, and approved the remuneration for the audit services for the 2026–2028 period.
2 March 2026	Approved the Management Board's decision of 6 February 2026 to enter into humanitarian aid agreements with entities operating in Ukraine that meet the requirements of the Law on Development Cooperation and Humanitarian Aid of the Republic of Lithuania and other applicable legal acts and approved the key terms and conditions of the Humanitarian Aid Agreement.
17 April 2026	Approved Amber Grid's 2025 financial statements. Approved the profit appropriation proposal. Approved the 2025 Remuneration Report, which forms part of Amber Grid's 2025 Management Report. Approved the revised Remuneration Policy for the Chief Executive Officer and members of the Management Board.

5.2.2. Amber Grid Board

During the reporting period, the Board of Amber Grid, AB consisted of five men (100%). The current Board was appointed on 30 April 2024, before the legal requirements on gender balance on company boards came into effect.

Board members are selected in accordance with the Description of the Selection Procedure for Candidates to the Collegial Bodies of State or Municipality-Owned Companies, approved by the Government of the Republic of Lithuania, and the EPSO-G Group Recruitment Policy. The selection process is based on the principles of equal opportunities, non-discrimination, and the assessment of candidates' competencies and professional experience.

The EPSO-G Group is committed to increasing gender diversity at the highest levels of governance. The Group has set targets to achieve at least 21% female representation on management boards and in senior executive positions by 2027, and at least 30% by 2035. To achieve these targets, the Group applies inclusive recruitment principles, implements measures to reduce unconscious bias, regularly reviews its HR policies, and monitors the gender composition of the succession pool.

According to the currently effective version of Amber Grid's Articles of Association, the Board consists of five members. Board members are elected for a four-year term by the General Meeting of Shareholders, to which the Board is accountable.

A Board member may not serve as a Board member for more than two full consecutive terms and, in any case, may not serve as a Board member for more than 10 consecutive years.

Members of the Board are elected in accordance with the Description of the Selection Procedure for Candidates for the Board of a State-Owned or Municipal Enterprise and for Candidates for a Collegial Supervisory or Management Body Elected by the General Meeting of Shareholders of a State-Owned or Municipally-Owned Company approved by the Resolution No. 631 of the Government of the Republic of Lithuania of June 17, 2015.

On April 30, 2024 the new board of Amber Grid was elected, consisting of two independent members: Peter Loof Helth and Alexander Feindt, board member and civil servant Karolis Švaikauskas, and board members Paulius Butkus and Darius Kašauskas, nominated by EPSO-G. In April 20 24, P. Butkus, a member nominated by EPSO-G, was elected chairman of the Amber Grid board. K. Švaikauskas, a board member delegated by the Ministry of Energy, announced on May 8, 2026, his resignation from his position as a member of the board of Amber Grid, AB, effective August 1, 2026. (his last day in office as a board member will be July 31, 2026). A selection process for the vacant board member position is currently underway.

Responsibilities of the Amber Grid Board:

- approves Amber Grid's strategy and monitors its implementation;
- approves Amber Grid's annual operational objectives and budget;
- approves the 10 (ten)-year natural gas transmission network development plan prepared by Amber Grid;
- approves the prices set by Amber Grid for gas transmission and other state-regulated services;
- approves the transfer of Amber Grid's assets and the conclusion of significant transactions as provided for in the Articles of Association;
- performs supervisory functions as provided for in the Law on Joint-Stock Companies of the Republic of Lithuania.

Amber Grid Board Competency Matrix

When electing the new term of the Amber Grid Board in December 2022, a matrix of the Board's responsibilities was drawn up. A condensed version of the matrix, outlining the key areas of responsibility for Board members, is provided below.

Composition of the Board	Competencies of the State Representative	Competencies of Board Members Nominated by EPSO-G		Competencies of Independent Board Members	
	Board Member No. 1	Board Member No. 2	Board Member 3	Board Member 4	Board Member 5
Areas of Competence	Implementation of the NENS and Oversight of National Security Interests	Strategic management	Financial management	Technology/ Infrastructure Solutions	Business Transformation

Composition of the Amber Grid Board (June 30, 2026)



**Paulius
Butkus**

Chair of the Board Member of the Board from 11 April 2023 to 20 April 2024. Re-elected to a new term of office on 30 April 2024. Chair of the Board since 10 May 2024.

Education: Bachelor's degree in Nuclear Physics, Vilnius University; master's degree in electrical engineering and PhD in Electrical and Electronic Engineering, Vilnius Gediminas Technical University.

Other positions:

- Head of Strategy at EPSO-G UAB.

Experience:

Paulius Butkus is an energy sector executive with more than 12 years of international experience in energy systems management, energy markets, innovation, infrastructure, and strategy development. He serves as Head of Strategy at EPSO-G, where he is responsible for the Group's strategic planning, risk management, sustainability, innovation management, and data analytics. He oversees the Group's key future infrastructure projects and serves as Chair of the Board of Energy Cells.



**Alexander
Feindt**

Independent Board Member since April 30, 2024

Education: University of Konstanz, Master's degree in Politics and Management.

Other positions:

- Head of Regulatory Affairs at NeuConnect.

Experience:

Alexander Feindt has extensive international leadership experience in the energy, electricity, gas, and maritime industries. He has worked for organizations such as Shell and Everllence (MAN Energy Solutions), and has served as Chairman of the Board of the German Offshore LNG Platform and as Chairman of the Board of the EU Alliance for Renewable and Low-Carbon Fuels.

Does not own shares in Amber Grid.



**Peter Loof
Helth**

Independent Board member since 30 April 2024.

Education: Master's studies in Mathematics and Economics; Executive Leadership Programme at Copenhagen Business School.

Other positions:

- Senior Product Manager at Sweco Denmark.

Experience:

P. Helth has competencies in digitalization and energy industry transformation, with experience across public, private, and shareholder-owned sectors. He has held key roles in strategy, finance, and digital technology at Ørsted (formerly DONG Energy), a major driver of Denmark's green energy transition. He currently leads product management for software solutions serving the public sector and critical infrastructure operators at Sweco Denmark.

Does not own shares in Amber Grid.



**Darius
Kašauskas**

Board member since April 30, 2024.

Education: Vilnius University, Master of Economics; ISM University of Management and Economics, Master of Management; BI Norwegian Business School, Master of Management; ISM University of Management and Economics, doctoral studies in economics within the social sciences.

Other positions:

- Chief Financial Officer of the EPSO-G UAB, Chairman of the Board of UAB "Tetas"

Experience:

D. Kašauskas has many years of experience in corporate finance and treasury management, strategic planning and management, regulation of energy and infrastructure companies, corporate acquisitions and reorganizations, as well as corporate governance.

Does not own shares in Amber Grid.



**Karolis
Švaikauskas**

Board member From 20 April 2020 (re-elected on 20 April 2022). The term of office expired on 20 April 2024. Re-elected as a member of the Board for a new term of office on 30 April 2024.

Education: Vytautas Magnus University, Bachelor of Arts in History, Master of Arts in Political Science and the Baltic Region; Humboldt University of Berlin, Scandinavian and Nordic Studies.

Other positions:

- Head of the Energy Competitiveness Group at the Ministry of Energy of the Republic of Lithuania.

Experience:

K. Švaikauskas has 15 years of experience in implementing national energy policy, strategic planning, and developing cross-border cooperation. His nine years of service on the boards of state-owned enterprises, including listed joint-stock companies, representing the state as a shareholder, provided him with strong expertise in corporate governance, risk management, and business transformation. As the head of the Energy Competitiveness Group, he significantly contributed to the development of energy resource markets, increased competition, improved the investment environment, and supported major changes in the energy sector.

Does not own shares in Amber Grid.

Attendance at Board Meetings in the First Half of 2026

During the reporting period, 8 Board meetings were held, of which 3 decisions were adopted by written vote.

No.	Board Member	Meeting Attendance
1.	Alexander Feind	8
2.	Peter Helth	8
3.	Karolis Švaikauskas	8
4.	Darius Kašauskas	8
5.	Paulius Butkus	8

Key Board Decisions Made in the First Half of 2026

2026

January

On January 14, the updated Amber Grid strategy through 2035 was approved. The Amber Grid budget for 2026 was approved.

On January 27, the Board conducted a self-assessment of its performance for 2025 and developed a plan to improve its performance in 2026. Amber Grid's 2026 operational objectives, which align with those of Amber Grid's CEO, were approved.

February

On February 6, it was decided—subject to approval by the general meeting of shareholders—to enter into humanitarian aid agreements with entities operating in Ukraine, that comply with the requirements of the Law on Development Cooperation and Humanitarian Aid of the Republic of Lithuania and other requirements specified in legislation, and to approve the essential terms of the Humanitarian Aid Agreement.

On February 24, the report on the implementation of Amber Grid's 2025 operational objectives was approved.

March

On March 25, an assessment of the independence of independent board members was conducted. Amber Grid's 2025 Management Report and Amber Grid's 2025 Remuneration Disclosure, which is part of Amber Grid's 2025 Management Report, were approved. The Amber Grid 2025 set of financial statements was approved. The proposed distribution of Amber Grid's 2025 profits (losses) was approved. An ordinary general meeting of Amber Grid shareholders was convened. The 2025 implementation report on the Amber Grid 2035 Strategy was approved.

April

On April 21, the overall performance evaluation of Amber Grid's CEO was completed, and a financial incentive was awarded. The 2026 Amber Grid's support focus is on educational institutions that, under the terms set forth in support agreements, award scholarships to students enrolled in programs at universities or other institutions of higher education that are closely related to the activities carried out by Amber Grid, AB. It was decided to sign a tripartite debt transfer agreement between Amber Grid, UAB "EPSO-G," and the European Investment Bank, to approve the essential terms of this agreement, to enter into a loan agreement with UAB "EPSO-G," and to approve the essential terms of this agreement.

May

On May 20, Amber Grid's natural gas transmission service prices for 2027 were approved.

June

On June 22, Amber Grid's ten-year (2026–2035) natural gas transmission network development plan was endorsed.

Pursuant to Amber Grid's Articles of Association, the parent company establishes an Audit Committee and a Nomination and Remuneration Committee, which act as the Group-wide Audit and Nomination and Remuneration Committees, performing, among other things, the functions of Amber Grid's Audit and Nomination and Remuneration Committees.

**"EPSO-G" Nomination and Remuneration Committee**

Pursuant to the Company's Articles of Association, the functions of the Amber Grid Audit Committee are performed by the Audit Committee of the parent company, UAB "EPSO-G." According to the Articles of Association of "EPSO-G," the Compensation and Appointments Committee consists of at least three members, who are appointed by the Board from among candidates selected by the Board for a term of no more than four years, based on a reasoned decision. When appointing members of the Compensation and Appointments Committee, it is ensured that the committee includes at least one independent member. The uninterrupted term of office of a member of the Compensation and Appointments Committee shall not exceed two consecutive terms. The term of the Committee coincides with that of the Board. Only an independent member may serve as Chair of the Audit Committee.

During the reporting period, the Remuneration and Appointments Committee consisted of: Robertas Vyšniauskas, Dovilė Kavaliauskienė, Liudas Liutkevičius (until January 6, 2026) and Rasa Kražauskienė (from January 7, 2026).

Responsibilities of the EPSO-G Remuneration and Appointments Committee:

- assists in the selection of candidates for positions on governing bodies across all Group companies;
- provides recommendations to Group companies regarding the appointment of members of management bodies, including sole members of management bodies (CEOs), the conclusion of contracts with them, and the determination of their remuneration;
- provides recommendations on the Group's corporate governance documents regarding the selection and appointment of members of management bodies and senior executives, as well as the establishment of independence criteria;
- provides recommendations on the succession planning system for executives and critical positions at Group companies;
- and etc.

**"EPSO-G" Audit Committee**

Pursuant to the "EPSO-G" Articles of Association, the Audit Committee consists of at least three members appointed by "EPSO-G"'s sole shareholder for a term not exceeding four years, taking into account the recommendations of the Remuneration and Appointments Committee, if any. The uninterrupted term of office of an Audit Committee member shall not exceed two consecutive terms. Only an independent member may serve as Chair of the Audit Committee.

During the reporting period, the Audit Committee consisted of two independent members: Rasa Balevičienė and Vytenis Lazauskas. Audit Committee member Dainius Bražiūnas was nominated by the Ministry of Energy.

Responsibilities of the EPSO-G Audit Committee:

- oversees the preparation and audit of the Group companies' financial statements;
- ensuring that the auditors and audit firms of the Group's companies adhere to the principles of independence and objectivity;
- is responsible for overseeing the effectiveness of the Group companies' internal controls, compliance, risk management, internal audit, and operational processes;
- is responsible for overseeing the provision of non-audit services by the Group companies' auditor and/or audit firm;
- evaluates transactions with related parties entered into by Group companies whose shares are admitted to trading on a regulated market.

5.2.3. Self-Assessment of the Activities of Governing Bodies and Results

We periodically conduct self-assessments of the activities of the entire Amber Grid Board to identify areas for improvement and ensure more effective management of operational processes. These evaluations help us plan specific actions, strengthen strategic control, and prioritize sustainability, safety, and digitalization, as well as improve cooperation among the management bodies of the Group's companies.

In accordance with the guidelines approved by the Compensation and Appointments Committee, in early 2026, the Company's Board conducted an assessment of its performance for 2025 and discussed aspects of the implementation of the action plan developed for 2025. The summary evaluations of each Board member were discussed during the Board's self-assessment session, during which areas for improvement were identified and directions were set on how to improve operational processes by drafting an action plan for 2026, which focused on business resilience, optimizing the Board's work, training for Board members, and improving information sharing between the UAB "EPSO-G" Group and Board members.

The EPSO-G Compensation and Appointments Committee summarized the results of the self-assessments conducted by the collegial bodies. The Committee identified the following key areas for improvement by the Group's collegial bodies in 2026:

The collegial bodies of the "EPSO-G" group of companies should focus on geopolitical risks, cybersecurity, and ensuring the operational efficiency and competitiveness of the companies (or the interests of customers), as well as periodically monitor the status of implementation in these areas.

5.3. Amber Grid Management and Responsible Persons

5.3.1 Amber Grid CEO and Executive Team

The CEO of Amber Grid is appointed by the company's Board, taking into account the recommendations of the Compensation and Appointments Committee. The CEO is accountable to the Board of Amber Grid.

The authority of the CEO of Amber Grid does not differ from that of a company CEO as set forth in the Law on Joint-Stock Companies of the Republic of Lithuania, except for additional authority provided for in the Articles of Association.

The CEO of Amber Grid:

- organizes and oversees the implementation of the Company's strategy, approves the action plan for implementing the Company's strategy, and ensures the implementation of the Company's strategy within the limits established by law;
- oversees the Company's operations, submits proposals and conclusions to the Amber Grid Board regarding the organization and development of operations;
- oversees the Company's operations and submits proposals and conclusions to the Amber Grid Board regarding the organization and development of its operations;
- implements the recommendations, procedures, policies, codes, and other documents related to the Company's operations and functioning that have been approved by the Board of Amber Grid, and, within the scope of its authority, takes measures to ensure their implementation within the Company;
- approves Company-wide procedures, rules, descriptions, and other Company-level documents, provided that the relevant areas of the Company's operations are not regulated by Company-level documents approved by the Board or that the CEO has been granted the appropriate authority in the relevant Company-level documents approved by the Board;
- etc.

The top management team of Amber Grid consists of:



**Nemunas
Biknius**

CEO since 2019. Appointed to a second term effective April 8, 2025.

Education:

- Master's degree in Energy and Thermal Engineering, Vilnius Gediminas Technical University.
- Master's degree in Management, ISM University of Management and Economics.
- Completed an internship in Environmental Management at Aalborg University (Denmark).

Professional Experience:

Director of Strategy and Development (UAB "EPSO-G"); Chairman of the Board (UAB "Baltpool"), Member of the Board (AB "Litgrid"), Member of the Board (UAB "GET Baltic"); Director of the Services and Development Department, Member of the Board (AB "Lietuvos dujos").

Other positions:

- Chairman of the Supervisory Board, AB Klaipėda State Seaport Authority
- Member of the ENTSOG Board.



**Justas
Černiauskas**

Chief Commercial Officer since 2024

Education:

- Bachelor's degree in Economics, Mykolas Riomeris University;
- Master's degree in Economics, Mykolas Riomeris University.

Professional Experience:

Head of the System Control Center (Amber Grid, AB), Member of the Board (GET Baltic), Head of the Gas Division (State Commission for Price and Energy Control).

Other positions:

None



**Gytis
Fominas**

Chief Financial Officer since 2019

Education:

- Bachelor's degree in Business Management and Administration, Vilnius University;
- Master's Degree in Management, ISM University of Management and Economics.

Professional Experience:

Head of the Financial Management Division (AB "Lietuvos dujos"), Director of the Finance Department (Amber Grid, AB), Member of the Board (UAB "GET Baltic").

Other positions:

None



**Laimonas
Kučinskas**

Chief Technical Officer since 2024

Education:

- Bachelor of Science in Mechanical Engineering, Kaunas University of Technology;
- Master of Science in Mechanical Engineering, Kaunas University of Technology.

Professional Experience:

Director of the Production Department (UAB "Montuotojas"), Head of the Construction Control and Technical Maintenance Group (UAB "Vilnius Cogeneration Power Plant"), Technical Director (UAB "Enerstena"), Director (UAB "Enerstenos gamyba"), Project Manager (UAB "Kauno Energetikos remontas").

Other positions:

None



**Ingrida
Kudabienė**

Chief Officer of Legal and Organizational Development since 2020

Education:

- Master of Laws, Vilnius University

Professional Experience:

Head of the Legal Department (AB LESTO), Head of the Legal Department (AB "Lietuvos dujos"),

Director of the Legal Department (AB "Energijos skirstymo operatorius"), Member of the Board (Technology and Innovation Center), Head of the Legal Services Center (Ignitis Group Service Center), Member of the Board ("GET Baltic").

Other positions:

None



**Tomas
Urmanavičius**

Chief Development Officer since 2020

Education:

- Bachelor's degree in Economics, Vilnius University.
- Master's degree in Financial Management, Vrije Universiteit (Netherlands).

Professional Experience:

Head of Finance and Analysis (UAB "Energijos tiekimas"), Member of the Board (UAB "Baltpool"), Head of Financial Control (UAB "EPSO-G"), Chairman of the Board (UAB "Tetas").

Other positions:

- Chairman of the Board (SĮ "Vilniaus miesto būstas")

5.3.2. Additional information about the head of the accounting department



**Rasa
Baltaragienė**

Head of the Accounting Department since 2 December 2019

Does not own shares in Amber Grid.

5.4. Risk Management System

The Company defines risk management as a structured approach to managing uncertainty, involving the systematic assessment of the impact and probability of risks and the application of appropriate risk management measures. In 2026, the Company followed the EPSO-G Group's risk management policy and risk management methodology approved by the Board. These documents established a uniform risk management system based on common principles and in line with best practices, drawing on the COSO ERM (Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management) methodology used in international practice.

The Risk Management Policy defines the key principles and responsibilities of our Company's risk management, helping to ensure a unified and principles-based risk management process across the group of companies. This policy is available [on the "EPSO-G" website](#).

The Risk Management Policy defines the company's risk appetite—the level of risk that does not exceed the highest risk level. This level (the product of probability and impact, indicating the significance of the risk to the company) is equal to or exceeds 15 points, or is a level that the company's management bodies agree to accept in order to implement the planned strategy and achieve the set operational objectives. For risks that exceed the established risk appetite, we apply additional management measures.

The risk management process (stages) applied at the Company



1. Environmental Analysis: Based on the Company's internal and external environment, planning documents, and historical results of risk assessments and the monitoring of risk management measures, we identify factors that could prevent the Company from achieving its objectives. By periodically assessing the environment, we aim to adapt to changes and prepare in advance for unforeseen threats.

2. Risk Assessment: We regularly identify, analyze, and assess the Company's risks, determine their key indicators, and compile a list of them. We also establish a risk appetite, based on which we prioritize the risks listed (taking their level into account).

3. Development of a Risk Management Action Plan: For risks that exceed the risk appetite, we develop the Company's risk management action plan.

4. Monitoring the implementation of risks and the risk management plan: We continuously monitor the implementation of the Company's risk list and risk management plan, as well as the Group-level list of risks and their management measures. We regularly submit the results of this monitoring to the Company's CEO, the Board, and the Audit Committee, in accordance with their respective areas of responsibility.

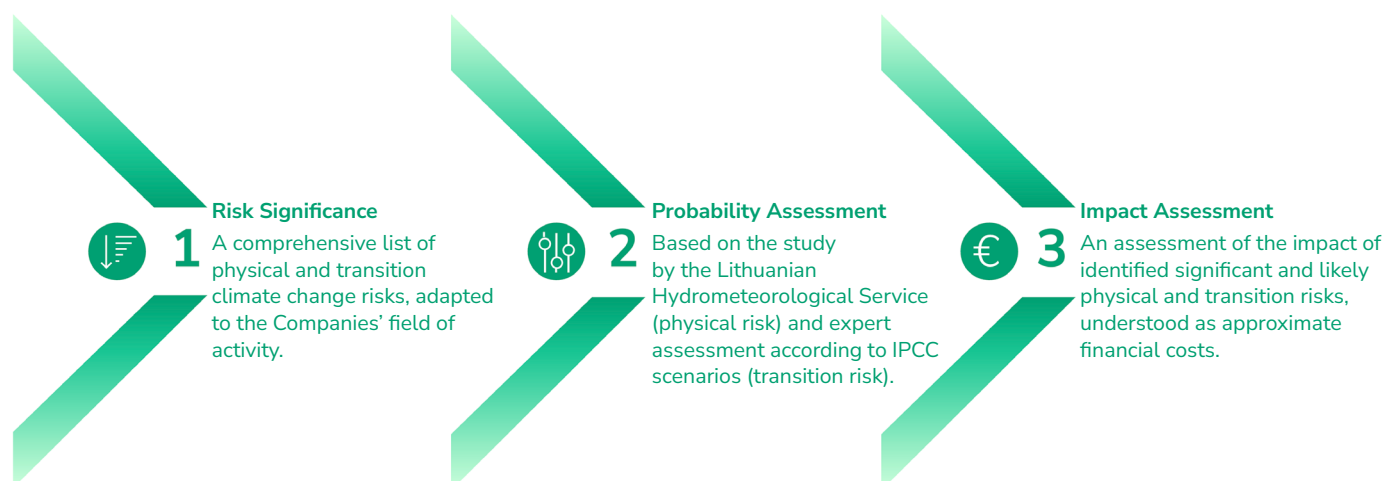
5. Communication and Information Sharing: We regularly and promptly share information among participants in the risk management process that is relevant to assessing the risks of the Company's entities and their management. We communicate relevant information about risks and their management to Company employees through staff meetings.

The Company identified operational risks for 2026, assessed them, established risk monitoring indicators, and planned risk management measures.

After assessing the risks identified and managed by the Company, as well as their level (impact on the Company's operations), the Amber Grid Board approved the Group's risk level list.

Each quarter of 2026, the EPSO-G Audit Committee assessed changes in the company's key risk indicators and the effectiveness of risk management, and presented its conclusions and recommendations to the Amber Grid Board.

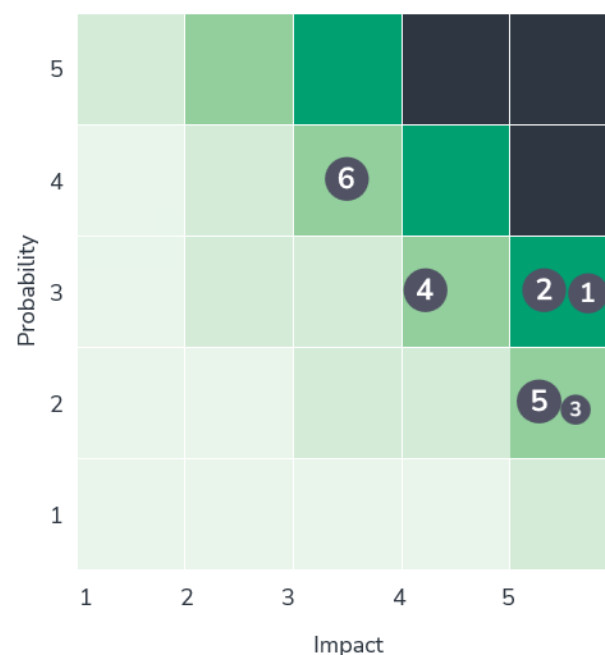
To improve risk management and integration within the Group, an IT tool—the Risk Management Information System (Power App)—was implemented. The tool allows users to enter up-to-date information on risks, generate relevant content from a shared dataset based on their roles, and send reminders or comments related to risk management.



5.4.1. Key Risks and Their Management

Company Risk Map

ESG	1	Risk of delays in strategic projects	▼
			▲
	2	Risk of disruption to systems used in core operations	▼
ESG	3	risk of non-compliance with employee safety requirements	■
ESG	4	Cybersecurity risk	■
	5	Risk of budget shortfall	■
ESG	6	Risk of reducing environmental impact	■
			▲



ESG (Environmental, Social, and Governance)

Trends in risk level changes:

▲ Increasing
■ Unchanged
▼ Decreasing

Risk Level (RL) Assessment Scale:

Very high	20–25
High	15–19
Moderate	10–14
Low	5–9
Very low	0–4

5.4.2. Detailed Description of Risks

1. Risk of delays in strategic projects



Risk level



Risk Factors

External – technological
Internal – processes

Impact of Risk

On finances, reputation, and
business continuity

ESG type

Governance

Risk area

Project Management

Risk description

The company implements comprehensive, large-scale projects enshrined in national-level strategic planning documents, on which the development of Lithuania's energy system depends; these projects create additional opportunities for market participants to choose to consume climate-neutral energy. Delays in government and Company projects negatively impact the achievement of the Company's and/or strategic objectives

Management Measures

Implement existing measures to bring about structural changes that ensure faster development of hydrogen transportation activities—a separate “Energy Transformation Center” has been established, and cooperation is underway with national institutions (Ministry of Energy, NERC, etc.), institutions and companies in neighboring countries, the European Commission

Plans are in place to establish the “Nordic-Baltic Hydrogen Corridor” (by 2033). Work is underway on technical, commercial, regulatory, and communication issues, including the preparation of feasibility studies, surveys of market participants, and the drafting of legal regulations.

2. Risk of disruption to systems used in core operations



Risk level



Risk Factors

External—political,
technological
Internal – personnel,
infrastructure

Impact of risk

On finances, reputation,
business continuity

ESP type

-

Risk area

Management of electricity and
natural gas systems

Asset management of
transmission systems

Risk description

One of the Company's most important functions and responsibilities is to ensure the safe, reliable, and efficient operation of natural gas and electricity transmission systems. The goal of managing technological risk is to prevent operational disruptions and outages of gas or electricity to consumers.

Management Measures

- To ensure the reliable operation of transmission systems, the Company implements specialized information systems and modern business management systems; continuously updates plans for the resolution of accidents and technical malfunctions, as well as for emergency management and business continuity; and sets high standards for contractors.
- To prevent disruptions to the operation of transmission systems, the systems are continuously monitored, maintenance plans are drawn up accordingly, and necessary new investments in network upgrades are planned in a timely manner.

3. Risk of non-compliance with occupational safety requirements



Risk level



Risk Factors

Internal – staff

Impact of Risk

Human health, finances,
reputation

ESG type

Social Responsibility

Risk area

Employee safety

Risk description

The company places great emphasis on employee safety. Given the applicable and most relevant occupational safety and health requirements, as well as the current status of their implementation, there is a risk that occupational safety and health (OSH) requirements will be violated

Management Measures

- Provision of appropriate workstations, and timely maintenance and inspection of systems, equipment, and work tools.
- Approved internal documents governing occupational safety and health.
- Ongoing training, certification, and instruction for employees on safety and health issues.
- Continuous monitoring and supervision of employee and contractor compliance with OHS requirements
- Group-wide communication during Safety Month.

4. Cybersecurity Risks



Risk level



Risk Factors

External – technological

Internal – personnel

Impact of Risk

On finances, reputation, and business continuity

ESG type

Governance

Risk Area

Information Security

Risk description

The information and data managed by the company are of strategic importance to Lithuania's security; therefore, the loss, unauthorized alteration or disclosure, damage, or disruption of the secure operation of the systems necessary for the transmission of data flows could cause disruptions to the Company's operations and result in harm to other individuals and legal entities

Management Measures

- To prevent cyber incidents, threats to the Company's information systems, physical security, and security management systems are regularly assessed; existing security measures, systems, and/or tools are continuously updated, and new ones are implemented in accordance with the strict requirements set forth in EU and Lithuanian legislation governing information security.
- The Company's employees actively participate in cybersecurity exercises, during which they practice managing and mitigating cyber incidents targeting critical information systems and networks, as well as ensuring the continued operation of their services.
- Measures outlined in the Information Security Action Plan for 2026–2028 are being implemented

5. Risk of Budget Underexecution



Risk level



Risk Factors

External – economic

Internal – processes, personnel

Impact of risk

On finances, reputation

ESG type

-

Risk area

Financial Management

Risk description

There is a risk that the Company will fail to meet its budget and financial plan, which will negatively impact its ability to fulfill the obligations of specific companies and "EPSO-G" as part of the Group, as well as the fulfillment of covenants and other financial obligations and the payment of dividends

Management Measures

- Monitoring of financial results (monitoring by "EPSO-G" and the boards) is part of an integrated planning and monitoring policy.
- For regulated activities, as needed, providing comments and proposals on decisions related to expense recognition, changes in methodology, and the formation of a common Group position.
- For non-regulated activities, review and revise the business plan as needed.

6. Risk of Reducing Environmental Impact



Risk level



Risk Factors

Internal – processes, personnel

Impact of Risk

Environmental protection, reputation, finances

ESG type

Environmental protection

Risk area

Environmental protection
Sustainability Development

Risk description

Due to untimely or inaccurate collection and reporting of sustainability-related indicators, inaccurate calculation of GHG emissions generated by the Company's operations, or delays in submitting reports on compliance with obligations to institutional investors, the Company may face sanctions from regulatory authorities overseeing the stock exchange, financial penalties imposed for failure to fulfill obligations to investors. There is also a risk that, if regulatory approval is not obtained for necessary investments in measures to reduce environmental impact (GHG emissions) due to regulatory restrictions or economic unfeasibility, our long-term strategic goals and commitments (sustainability indicators) linked to the issued bonds will not be achieved.

Management Measures

- Development and implementation of a GHG emissions reduction plan
- GHG emissions accounting software solution
- 2025 was a preparatory year ahead of the planned entry into force of the Methane Regulation in 2026. Risks are managed through both existing and additional risk management measures. The measures implemented include resource planning; the procurement of MDV aerial survey services for main gas pipelines with gas leak detection; the procurement of measurement and reporting services for on-site facility components and at the facility level; and the procurement of gas leak repair services.

5.5. Compliance, Anti-Corruption Activities, and Management of Conflicts of Interest

5.5.1. Compliance Management

The Company operates a compliance management system based on the application of a three-line-of-defense model and a risk-based approach.

The objectives of the Company's Compliance Management System are:

- to protect the Company from financial or reputational damage that may arise from conduct that does not comply with internal and external requirements
- to manage compliance risks, mitigate their impact, and reduce the likelihood of their occurrence
- to foster a culture of compliance (to encourage our employees to work in accordance with established requirements and to base their actions on our values)

Compliance activities within the Company are governed by [the Compliance Management Policy](#). On April 25, 2025, the EPSO-G Board approved a revised version of the Compliance Management Policy, which established the development of a three-year compliance management program and the preparation of annual compliance management plans at Group companies. This policy clarifies and supplements the key compliance management processes and specifies the responsibilities of the entities involved in compliance management.

In 2025, we implemented the planned actions of the Group's 2025–2027 Compliance Management Program. Employees responsible for compliance management functions participated in training sessions organized by the Group to enhance their level of expertise in the field of compliance management. To ensure more effective management of compliance-related information, a Group-wide Compliance Management Registry was implemented. We improved the Company's monitoring of applicable external legislation—we compiled a list of such external laws, drafted internal regulations governing the monitoring of these laws, and designated individuals responsible for monitoring. We continued to strengthen our personal data protection framework—we developed interactive personal data protection training and approved a standardized form for personal data processing activity records across Group companies.

0 - Significant non-conformities identified during compliance audits conducted at the Company in 2025

5.5.2. Anti-Corruption Activities

At the Company, our business decisions are based on the principles of objectivity, impartiality, openness, accountability, and the rule of law, as well as a zero-tolerance policy toward corruption and any corruption-related conduct. We strive to build a transparent and trust-based company, which is why we continuously assess corruption risks and implement measures to manage them. Our anti-corruption efforts are based on the international standard ISO 37001:2016, "Anti-Bribery Management Systems—Requirements and Guidance for Use," and the following measures we implement within the Company:



In 2025, as we do every year, we assessed potential corruption-related risks at the Company in accordance with the Group's risk management policy and methodology. Following the assessment, we identified the following corruption-related risks at the Company:

- Risk of corruption-related violations;
- Risk of improper management of conflicts of interest;
- Risk of hiring individuals who do not meet legal requirements.

We planned management actions to address these risks, which we assessed periodically, once per quarter. We reviewed risk levels and key risk indicators once per month.

In 2025, the Company set the following key objectives related to anti-corruption activities:

- a) to review and update the internal regulations governing the Trust Line;
- b) ensure that provisions regarding the disclosure of additional activities are incorporated into domestic legislation.

In 2024, an international management systems certification body issued Amber Grid a certificate confirming that the company's anti-corruption management system complies with the requirements of the aforementioned standard. In 2025, a surveillance audit of the issued certificates was conducted at the Company to verify that the implemented anti-corruption management system complies with the standard. It was determined that the Company's anti-corruption management system is effective.

In 2025, as we do every year, we conducted a survey of the Company's employees on anti-corruption culture. The number of employees participating in the survey remained similar to that of recent years (2025—121 employees; 2024—120 employees; 2023—119 employees). The results of the main survey questions have been consistently positive for several years in a row.

Survey Results on Company Employees' Tolerance of Corruption

97%

of the Group's employees have not encountered instances of corruption at work

90%

Group employees who say they know where to report cases of corruption

We provide key anti-corruption performance indicators and information about the active Trust Line in Section 8.4 of the Sustainability Report, which covers governance. Further details on the EPSO-G Group's anti-corruption policy are available on the Company's [website](#).

5.5.3. Anti-Corruption Activities Abroad and with Foreign Entities

The Company's anti-corruption activities are aimed at managing corruption risks in Lithuania and abroad. Company employees who collaborate with officials from foreign countries or operate in foreign countries must base their activities on the zero-tolerance policy for corruption and other anti-corruption principles set forth in the anti-corruption policy. The anti-corruption policy of the EPSO-G Group companies is available on the Company's [website](#).

0 - In 2025, no cases of bribery of officials in connection with international business transactions, bribery, or other manifestations of corruption were identified at the Company, either abroad or in Lithuania.

5.5.4. Management of Conflicts of Interest

The EPSO-G Group's governance system encourages employees of Group companies and members of collegial bodies to avoid conflicts of interest, and we ensure a transparent and effective mechanism for disclosing conflicts of interest. The Group operates an integrated model for the declaration of private interests, as defined in the policy on the management of conflicts of interest for employees and members of collegial bodies. Under this model, all private interests of the Group's employees and members of collegial bodies are disclosed in an internal declaration using a form established by the Group and, where applicable based on their current positions and functions, in the Register of Private Interests (PINREG). Further details on EPSO-G's Conflict of Interest Management Policy are available on the Company's [website](#).

We actively monitor, control, and oversee private interests within the Company—we assess potential conflicts of interest during the recruitment process, review declarations and analyze the data provided therein, and offer recommendations on how to manage potential conflicts of interest and in which situations the withdrawal from certain actions and/or decision-making is mandatory.

In implementing the conflict of interest management policy for employees and members of collegial bodies, and to ensure the proper functioning of the conflict of interest management system, the Group's Conflict of Interest Management Procedure was developed in 2025, establishing a uniform implementation of the conflict of interest management system across Group companies.

As of the end of the reporting period:

- Members of the collegial management bodies and executives of the Group's companies have not acquired any shares in the "EPSO-G" Group companies, with the exception of Amber Grid CEO Nemunas Biknys, who holds 0.001055% of Amber Grid's shares. The number of shares he held remained unchanged during the reporting period.

The declarations of private interests of all members of the Group's collegial bodies and the heads of the Group's companies are submitted and published in the Register of Private Interests ([PINREG](#)) on the website of the Chief Official Ethics Commission and at www.epsog.lt.

- We have not identified any potential conflicts of interest among members of the collegial management bodies and the heads of Group companies between their duties to the "EPSO-G" Group and their private interests and/or other duties.
- Members of the collegial management bodies and executives of Group companies had no family ties with one another.
- Members of the collegial management bodies and executives of the Group companies have not been convicted of any criminal offenses, no regulatory authority has brought charges against them or imposed sanctions on them in the past five years, and no court has prohibited them from serving as a member of a company's administrative, management, or supervisory body, from holding executive positions, or from managing the affairs of any issuer.
- EPSO-G has not entered into any transactions with the aforementioned individuals that are outside the scope of the company's core business or that were not duly reported to EPSO-G's collegial management bodies and approved by them.

5.6. Compliance with the Corporate Governance Code

Amber Grid applies the Corporate Governance Code for the Companies Listed on Nasdaq Vilnius (available at <https://www.nasdaqbaltic.com>; hereinafter – the Code) in its operations. The Code is applied to the extent that the Company's Articles of Association do not provide otherwise.

The Company has disclosed its compliance with the provisions of the Code. Information on the Company's compliance with the Code is available on the Company's website at www.ambergrid.lt and in the Central Regulated Information Database at www.crib.lt.

5.7. Shares and Shareholders' Rights

The total number of the Company's shares carrying voting rights at the General Meeting of Shareholders is equal to the total number of issued shares and amounts to 178,382,514.

All shares of the Company confer equal proprietary and non-proprietary rights, and no shareholder enjoys any special control rights.

Pursuant to Article 20 of the Law on Companies of the Republic of Lithuania (hereinafter – the Law on Companies), only the General Meeting of Shareholders is authorised to adopt resolutions on the issuance of new shares and the acquisition of the Company's own shares.

The Company has not been informed of any agreements between shareholders that may result in restrictions on the transfer of securities and/or voting rights. There are no restrictions on voting rights in the Company.

The Company did not hold any treasury shares and entered no transactions relating to the acquisition or disposal of treasury shares during the first half of 2026.

5.8. Shareholders

There were no changes in Amber Grid's shareholder structure during 2026. EPSO-G retained its 96.58% shareholding in Amber Grid and remained the only shareholder holding more than 5% of the Company's shares. The remaining 3.42% of Amber Grid's shares were held by individual and corporate investors from Lithuania and abroad.

As of 30 June 2026, Amber Grid's authorised share capital amounted to EUR 51,730,929.06.

Company Shareholder	Number of Shares	Par value of shares, EUR	Share capital, EUR	Percentage of Capital Held
UAB EPSO-G	172 279 125	0.29 Eur	49 960 946.25	96.58 %
Minority shareholders	6 103 389	0.29 Eur	1 769 982.81	3.42 %

5.8.1. Trading in Securities on Regulated Markets

Since August 1, 2013, the Company's shares have been traded on a regulated market and are listed on the NASDAQ Vilnius Stock Exchange's Supplementary Trading List

Company	ISIN code	Picker symbol	Trading list	Securities registrar	Issue size (shares)
Amber Grid, AB	LT0000128696	AMG1L	BALTIC SECONDARY LIST	AB SEB bank	178 382 514

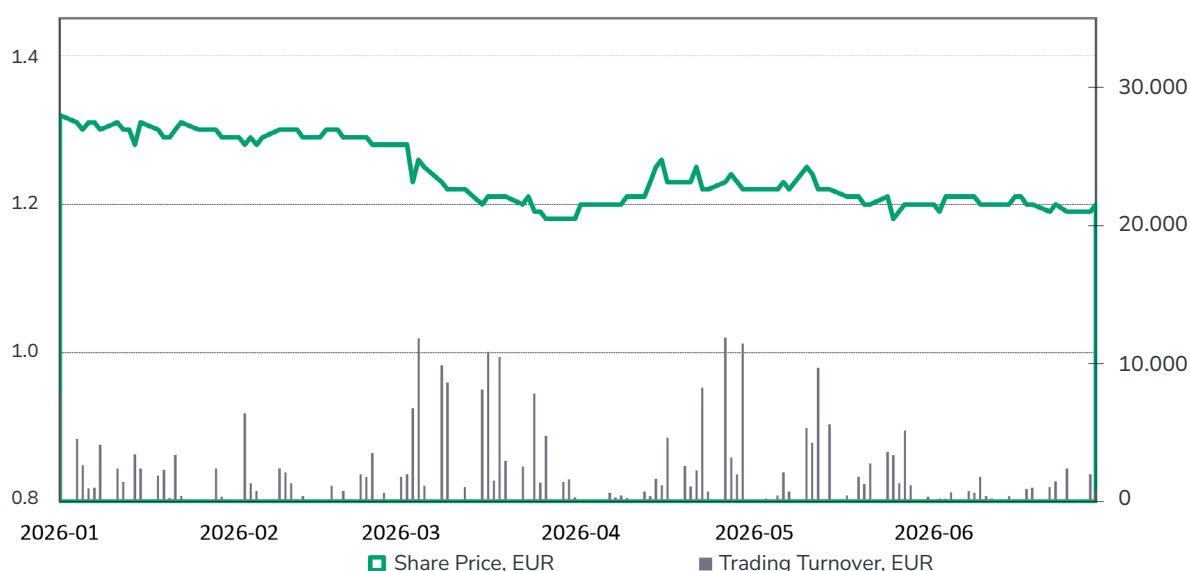
During the first half of 2026, the trading turnover in the Company's shares amounted to EUR 0.284 million (first half of 2025: EUR 0.217 million). A total of 230,493 shares were traded during the period (first half of 2025: 174,832 shares).

As of 30 June 2026, the Company's market capitalisation amounted to EUR 214.06 million (first half of 2025: EUR 219.41 million).

Share Price Performance on Nasdaq Vilnius in 2026



Amber Grid Share Price and Trading Turnover in 2026



5.8.2. Dividend Policy

The EPSO-G Group Dividend Policy, which is applied by the Company in full, governs the determination, payment and disclosure of dividends for all companies within the Group. It provides clear guidance on the expected return on equity and investment for existing and potential shareholders, while ensuring sustainable long-term growth in enterprise value, the timely implementation of strategically important national projects, and strengthening confidence in the Group of energy transmission and exchange companies.

The EPSO-G Dividend Policy directly links the amount of dividends payable to the efficiency of the Company's use of shareholders' equity. The greater the value created for shareholders, the larger the share of profit that the Company may retain for further development or the implementation of other important projects.

The Company's and the Group's Dividend Policy is available on the Amber Grid website at: [Dividends | Amber Grid](#).

5.8.3. Dividends

At the Annual General Meeting of Shareholders held on 17 April 2026, it was resolved to distribute EUR 9.989 million in dividends, equivalent to EUR 0.0560 per share.

5.8.4. Agreements with Securities Market Intermediaries

Amber Grid has concluded agreements with AB SEB bankas for the maintenance of the register of the Company's issued securities and the provision of related services, as well as for the calculation and payment of dividends to the Company's shareholders.

06

Information on Employees and Job Categories

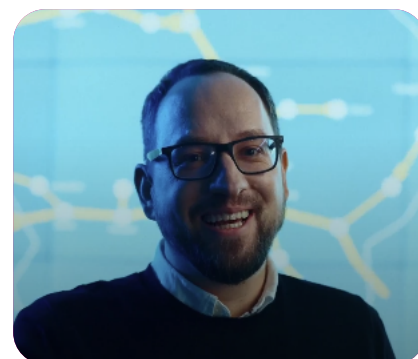
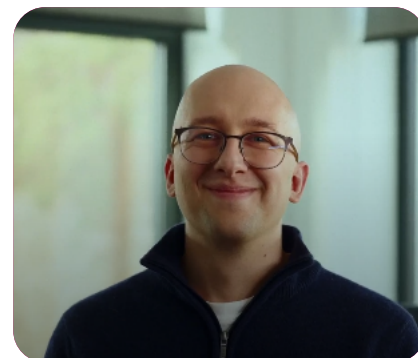


- 6.1. Employees and their composition
- 6.2. Development and Monitoring of the Compensation Policy
- 6.3. Information on Employee Compensation
- 6.4. Information on Compensation for Members of Governing Bodies

6. Our Employees and Remuneration Policy

6.1. Employees and Their Composition

Amber Grid's operations are built on the expertise of highly qualified specialists who ensure the reliable operation of Lithuania's gas transmission system, energy security, independence, and the implementation of long-term energy transformation. More than 350 company employees monitor, develop, and modernize strategic energy infrastructure on a daily basis, which is a vital part of the energy system in Lithuania and the region.



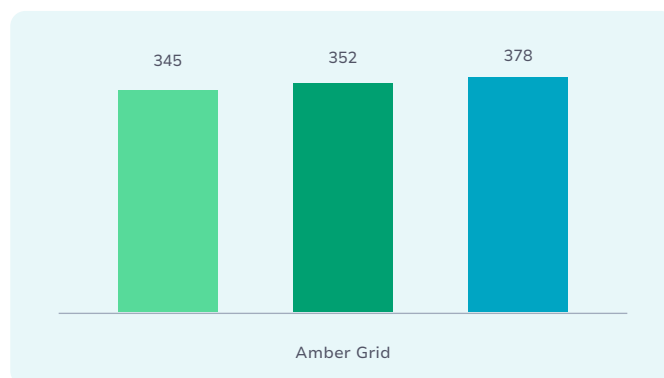
As the energy sector undergoes rapid change, the range of competencies required by the company is also evolving. Amber Grid is strengthening its expertise in engineering, technology, project management, data analysis, environmental protection, and energy transition—all of which are essential for developing biomethane, green hydrogen, carbon dioxide transport, and other future energy solutions. The company's specialists contribute not only to the operation and expansion of infrastructure but also to the development of new energy market regulations, standards, and regional initiatives.

The expertise of Amber Grid's employees is crucial for implementing strategic energy projects for both the company and the region. The company's specialists are involved in creating the conditions for the integration of renewable energy sources, fostering cross-border cooperation, and preparing for the expansion of new energy infrastructure. The experience gained in managing critical infrastructure and implementing complex international projects enables the company to actively contribute to the transformation of the European energy system and to strengthen Lithuania's role as a key regional energy hub.

To ensure the continuity of critical competencies and readiness for future challenges, the company consistently invests in employee professional development, knowledge transfer, and the cultivation of new talent. Amber Grid collaborates with universities and vocational training institutions, supports students in engineering programs, runs scholarship programs, and operates the Junior Engineers Program, providing future specialists with opportunities to gain practical experience in the field of strategic energy infrastructure.

An organizational culture based on the principles of openness, responsibility, and collaboration encourages employee initiative, professional development, and the pursuit of innovation. The ability of experts from different fields to work as a single team enables the company to successfully implement strategic projects, strengthen Lithuania's energy resilience, and build the infrastructure needed for a climate-neutral energy future.

6.1.1. Information on the Number of Employees and Positions at



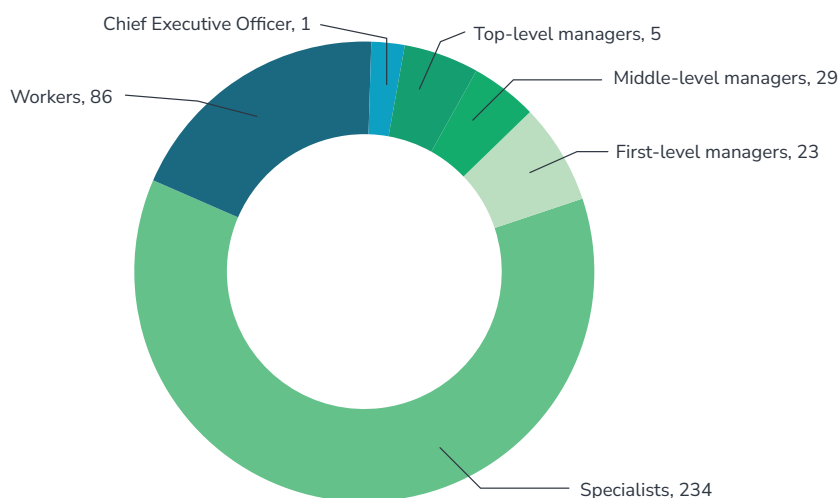
The number of employees in the chart and other sections of this report is presented as a headcount (not in full-time equivalents) as of June 30, 2026. This includes all employees hired under employment contracts at the end of the reporting period, regardless of their employment percentage. This figure includes employees who are temporarily absent from work (e.g., due to pregnancy and childbirth, parental leave, childcare, illness, military service, or other types of leave), as well as interns with employment contracts.

All employees were hired in Lithuania; there are no employees hired abroad. We project that the number of employees will grow by more than 20 percent over the next 10 years. We hope to eventually attract not only Lithuanian but also international experts to our team, so the organization's geographic reach may expand.

Our team is expected to grow by 20% over the next 10 years

June 30, 2026: Breakdown of Amber Grid, AB employees by job category (378 employees in total): 1 CEO, 5 top-level managers, 29 middle-level managers, 23 first-level managers, 234 specialists, 86 workers.

**Amber Grid, AB employee distribution by job category
as of June 30, 2026 (total 378 employees)**

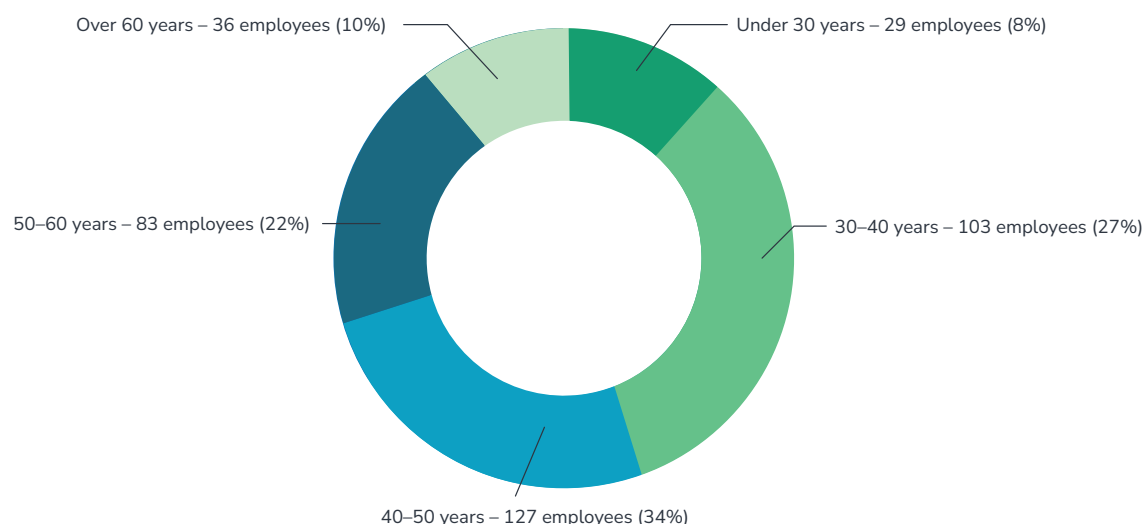


6.1.2. Information on the Employee Composition

As of 30 June 2026, the age distribution of Amber Grid, AB employees was as follows:

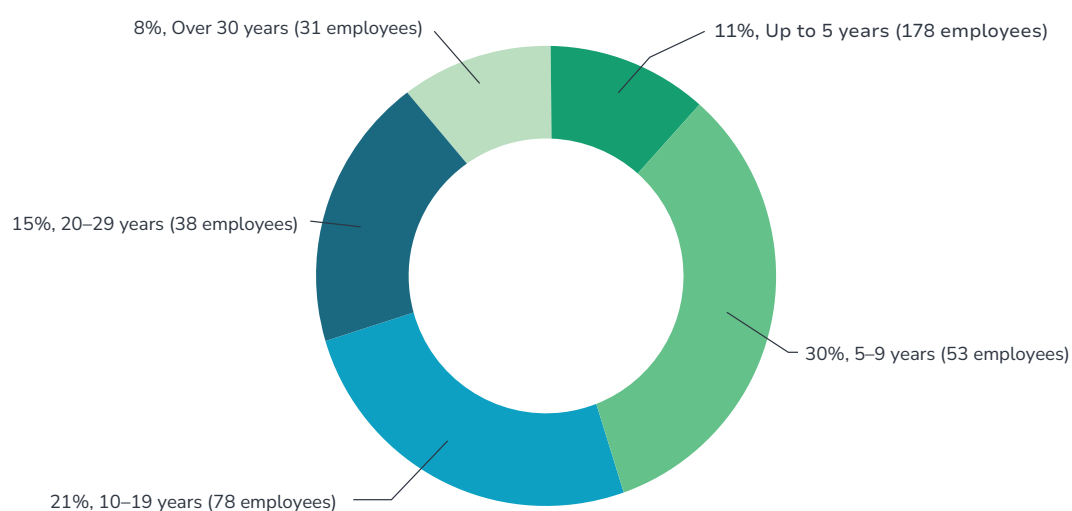
Over 60 years – 36 employees, 50–60 years – 83 employees, 40–50 years – 127 employees, 30–40 years – 103 employees, Under 30 years – 29 employees

**Employee distribution of AB Amber Grid
by age groups as of 30 June 2026 (total 378 employees)**



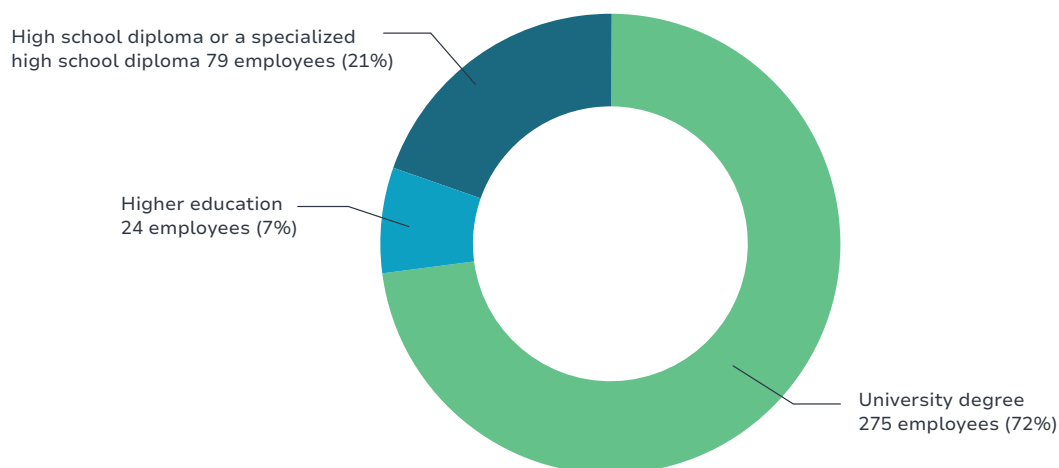
June 30, 2026: Breakdown of Amber Grid, AB employees by length of service was as follows: 178 employees had up to 5 years of service, 53 employees had 5–9 years of service, and 78 employees had 10–19 years of service. The remaining employees fall into the categories with long tenure: 38 employees had 20–29 years of service, and 31 employees had more than 30 years of service.

**Amber Grid, AB employee distribution by length of service
as of June 30, 2026 (total 378 employees)**



As of June 30, 2026, the distribution of Amber Grid, AB employees by educational level was as follows: 275 employees had a university degree, 24 had a higher education degree, and 79 had a high school or specialized high school diploma.

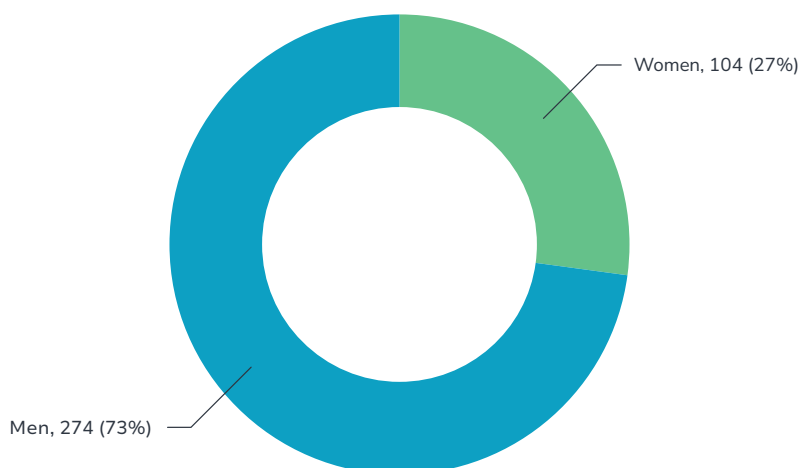
**Employee distribution of Amber Grid, AB
by education level as of June 2026**



Distribution of Employees by Gender

As of June 30, 2026, the gender distribution of Amber Grid, AB employees was 274 men and 104 women. By qualification category: top-level executives (including the CEO) – 1 woman, 5 men; middle management—13 women and 16 men; first-level management—8 women and 15 men; specialists—81 women and 153 men; and workers—1 woman and 85 men.

**As of 30 June 2026, Amber Grid, AB
had 378 employees in total**



6.2. Development and Monitoring of Remuneration Policy

On December 7, 2025, Amber Grid implemented the EPSO-G Group's Employee Remuneration, Performance Evaluation, and Development Policy (hereinafter referred to as the 'Policy'), which was approved by a resolution of the Board of UAB EPSO-G on October 28, 2025. The Policy applies to all Company employees and is publicly available on the website. The Company's Board is responsible for developing the EPSO-G remuneration policy and overseeing its implementation. To ensure the proper formulation and monitoring of the remuneration policy and the management of the remuneration budget, a three-member Remuneration and Appointments Committee has been established and operates within the EPSO-G group of companies, with a majority of its members being independent. The main functions of the Remuneration and Appointments Committee are outlined in Section 5.2.2 of this report. In accordance with international best governance practices, EPSO-G's remuneration policy is approved or amended by the Board following recommendations from the Remuneration and Appointments Committee.

6.2.1. Remuneration Policy

The EPSO-G Group's policy on employee remuneration, performance evaluation, and professional development (hereinafter referred to as the "EPSO-G Remuneration Policy") is to establish clear and transparent principles for work-based remuneration and performance evaluation, and a remuneration system based on these principles that (i) creates motivating incentives to achieve better results and contribute to the Group's objectives, (ii) helps attract and retain qualified employees, and (iii) ensures equal pay for equal work or work of equal value, based on objective and transparent criteria.

In 2025, the EPSO-G remuneration policy was reviewed and updated to uphold the principles of transparency and clarity, to reflect changes in the context and processes of remuneration management, and to prepare for the implementation of Directive (EU) 2023/970 of the European Parliament and of the Council of May 10, 2023, which, by establishing mechanisms for pay transparency and enforcement, strengthens the application of the principle of equal pay for men and women for equal work or work of equal value (hereinafter referred to as the EU Transparency in Pay Directive). The new version of the remuneration policy was approved by a decision of the EPSO-G Board on October 28, 2025, following recommendations from the Remuneration and Appointments Committee, and took effect at the Group's other companies on December 7, 2025.

Key changes in the updated EPSO-G remuneration policy:

- **Uniform pay range across the entire Group**—the EPSO-G Board approves the pay range for all Group companies at the Group level, ensuring uniform rules and internal equity.
- **Transparency of pay range**—the updated pay range are published on the intranet and is accessible to all Group employees.
- **Greater remuneration transparency.** Employees are guaranteed the right to information about their own remuneration (annual and hourly) and average remuneration levels by gender within the same job category. This provision will take effect on June 8, 2026, in conjunction with the EU Transparency in Remuneration Directive.
- The principle is established that **only one form of incentive** may be **awarded** for the same achievement, in order to ensure transparency, proportionality, and organizational fairness.
- **Faster decisions** on promoting projects and innovation—decisions are made by the Company's CEO within the approved budget, and the Board is informed through summary reports.
- **More development opportunities** at the Group level—in addition to company-specific development plans, Group-level plans and programs are also provided, creating more horizontal and vertical career opportunities.

More details on EPSO-G's remuneration, performance evaluation, and development policies can be found [here](#).

The Group's companies, Amber Grid and "Litgrid," have adopted their own separate remuneration policies for executives and board members, which are approved by the general meetings of shareholders of these companies.

For more details on Amber Grid's remuneration policy, please click [here](#).

6.2.2. Remuneration Policy Principles

All companies in the EPSO-G Group apply the same EPSO-G remuneration policy principles, which apply equally to both executives and employees. These principles are set forth in the EPSO-G remuneration policy.

"EPSO-G" Remuneration Policy

FINANCIAL REMUNERATION

Monthly remuneration, bonuses as stipulated in the Labor Code of the Republic of Lithuania, internal company regulations, and collective bargaining agreements; financial incentives; project-based incentives; incentives for results of exceptional importance; incentives for the implementation of innovations; and additional financial benefits.

NON-FINANCIAL REMUNERATION

Employees are provided with non-financial benefits (e.g., flexible work schedules, the option to work remotely, etc.) as well as measures for recognition and emotional rewards, which consist of targeted actions by the employer aimed at promoting employee well-being, empowerment, engagement, and organizational transparency.

FINANCIAL REMUNERATION

Monthly Compensation

- Monthly remuneration is determined based on the job level, which is assessed using a methodology recognized in international practice and calibrated within the Group to ensure consistency and organizational fairness. Employees' monthly remuneration is set within the pay range for the relevant job level (exceptions are possible only in justified cases), and pay ranges are published on the internal information system and are accessible to all Group employees.
- Monthly remuneration may vary within the remuneration range for a given position, taking into account the employee's competencies and qualifications, experience and knowledge, the level of responsibility and autonomy in performing the duties assigned to the position, as well as performance results (including ethical conduct).
- The remuneration fund is approved by the companies' boards.

Financial Incentives

- Financial incentives are a portion of remuneration paid at the employer's initiative and discretion, linked to the achievement of the company's goals, financial results, and financial capacity. Financial incentives may be awarded only when the company's annual targets are met by at least 80 percent (or when the board, after evaluating objective and reasonable circumstances, decides to apply a lower threshold).
- An employee's individual financial incentive depends on the results of a performance evaluation, which includes the achievement of goals, values-based behaviors, and performance quality criteria. A financial incentive is not awarded to an employee when their performance does not meet expectations based on the established evaluation criteria.
- Financial incentives for the company's CEO are awarded by the company's board (or, if no board has been formed, by the body responsible for appointing the CEO), while those for other employees are awarded by the CEO.
- The amount of the financial incentive is provided for in the company's budget and recorded in the financial results, which are audited and disclosed publicly.

Other Forms of Incentives

- The EPSO-G remuneration policy also defines other forms of incentives: project-based incentives, incentives for the implementation of innovations, and incentives for results of exceptional importance. Funds for these forms of incentives must be allocated in the company's annual budget.
- Decisions regarding project-based incentives, incentives for the implementation of innovations, and incentives for results of exceptional importance are made by the company's CEO within the limits of the approved budget, in accordance with the provisions of the policy. Once a year, the company's board is provided with summary information on the funds disbursed in the previous year for project-based incentives, incentives for innovation, and incentives for results of exceptional importance.

Non-financial remuneration

- To promote employee engagement and loyalty, the companies of the EPSO-G Group implement a wide range of non-financial remuneration measures. These include, among other things, voluntary health insurance, additional days off, workshops on wellness, physical and mental well-being, and motivation, vaccinations against seasonal illnesses, employee events and traditions, flexible work schedules and remote work options, recognition programs, and internal career opportunities within the Group.

Additional information

- Severance pay for executives and employees does not exceed the amounts established by the laws of the Republic of Lithuania.
- No advance agreements regarding the amounts of severance pay (except for company executives, whose terms of employment are determined by the board) are entered into.
- Severance pay is paid to employees in accordance with the procedures set forth in the Labor Code and employment contracts.

Collegial bodies

- The EPSO-G remuneration policy does not provide for any remuneration mechanism that would entitle a manager, a member of a collegial body, or an employee to shares, stock options, or remuneration linked to changes in share prices or other financial instruments.

To ensure the effectiveness of the remuneration policy, we publicly disclose the amounts of fixed remuneration and financial incentives by job category. This practice enables the companies of the "EPSO-G" Group to adequately reward employees for achieving set goals and exceeding expectations. The competitiveness of employee remuneration at the Group's companies is assessed based on market research data. No external consultants were engaged in the development of the "EPSO-G" remuneration policy.

The same remuneration policy described in sections 6.2 applies to the CEO of Amber Grid. Information regarding the compensation of the company's CEO,

The CEO of Amber Grid receives remuneration and benefits consisting of the following main components:

Monthly remuneration

The CEO's monthly remuneration is determined by the company's board, taking into account the CEO's experience, skills, competence, and performance.

Financial Incentives

- The company's CEO, like other employees, may be awarded financial incentives at the employer's initiative and discretion.
- Financial incentives may be awarded only when the company's annual targets are met by at least 80 percent (or when the board, after evaluating objective and reasonable circumstances, decides to apply a lower threshold).
- Financial incentives for the company's CEO are awarded by the company's board, taking into account the CEO's performance in achieving annual targets related to the implementation of the company's strategy, as well as an assessment of ethical conduct and the quality of performance. The company's annual targets are published on the company's website.
- No financial incentive is awarded to the company's CEO if performance results do not meet expectations based on the established evaluation criteria. The Group's companies do not apply deferral or clawback provisions for financial incentives.
- Financial incentives (if awarded) are paid for the previous calendar year after the company's board approves the audited financial results and they are ratified at the annual shareholders' meeting.

Other Forms of Incentives

- In addition, for results of exceptional importance, the company's CEO may be awarded a one-time incentive, subject to approval by the board.
- Under the "EPSO-G" remuneration policy, the company's CEO is not eligible for project-based incentives or incentives for the implementation of innovations.

Additional Benefits

- The additional benefits provided to the CEO are set forth in the company's internal regulations. Like all employees, the CEO is provided with voluntary health insurance and the option to work in a hybrid format; the benefits package for senior executives also includes a company car.

Actual information on the remuneration received by the CEO of Amber Grid (monthly remuneration and financial incentives) is provided in Section 6.3.1 of this report.

6.3. Information on Employee Remuneration

6.3.1. EPSO-G Group Remuneration Information

Salaries by employee group	Average monthly remuneration (including financial incentives)		
	2026 January -June	2025 January -June	2024 January -June
Chief Executive Officer	14 878	13 971	13 833
Top-level executives	10 841	9 274	9 442
Middle managers	6 257	5 591	4 876
Specialists	4 073	3 690	3 200
Workers	2 872	2 628	1 833
Total	4 225	3 807	3 131
Wage fund, in thousands of euros	9 006	7 864	7 141

6.4. Information on Remuneration of Members of the Board of Amber Grid

6.4.1. Remuneration Guidelines for Members of Governing Bodies

Members of the Amber Grid Board and the collegial bodies of EPSO-G—the Remuneration and Appointments Committee and the Audit Committee—are appointed for a four-year term. Civil contracts are concluded with them, detailing their responsibilities, duties, rights, and functions.

The sole shareholder of the parent company “EPSO-G,” which exercises the rights and obligations of the parent company—the Ministry of Energy of the Republic of Lithuania—approved on April 26, 2024, the updated guidelines for determining remuneration for activities at “EPSO-G” and the companies of the EPSO-G Group (hereinafter referred to as the “Remuneration Guidelines”). These guidelines aim to ensure the independent, competent, and stable operation of collegial bodies, contributing to the long-term value creation of the Group’s companies and adherence to the principles of good governance.

The current version of the Remuneration Guidelines stipulates that remuneration for service on the collegial bodies of Group companies may be paid to members who meet at least one of the conditions listed below and for whom the payment of such remuneration is not prohibited by the laws in force in the Republic of Lithuania:

- independent members, with independence determined in accordance with applicable laws and regulations and internal documents;
- members who are civil servants.

Remuneration is not paid to employees of Group companies and/or employees of Group companies' shareholders. The Guidelines stipulate that the general meetings of shareholders of “EPSO-G” and the Group companies and/or other bodies, in accordance with their respective powers, shall decide on the specific fixed monthly remuneration and the procedure for its payment to members of collegial bodies, taking into account the amounts specified in the table (before taxes), and have the right to round up the monthly remuneration amount calculated based on these amounts to the nearest whole number up to a limit of 200 EUR (two hundred euros):

	“EPSO-G”	Subsidiaries and sub-subsidiaries
Chairman of the Board	1/3 of VDU(V)*	1/3 of VDU(V)
Member of the Board	1/4 of the total number of members of the Board (V)*	1/4 VDU(V)
Board Member (Civil Servant)	1/5 of the average monthly salary (V)**	1/5 VDU(V)**
Chair of the AK and ASK Groups	1/3 of the average monthly salary (V) minus 1,300 EUR	
Member of the AK and ASK Groups	1/4 of VDU(V) minus 1,100 EUR	

*VDU(V) – the average monthly remuneration of the company’s CEO or the CEO of a subsidiary or sub-subsidiary

The fixed monthly remuneration for members of the Amber Grid Board is calculated based on the company's CEO's adjusted and paid average monthly remuneration for the previous calendar year as of the date the remuneration is set, and remains unchanged for the entire term of office of the member of the collegial body, unless the previously established remuneration no longer meets the requirements set forth in applicable laws.

On April 30, 2024, the General Meeting of Shareholders of Amber Grid adopted a resolution establishing the following fixed monthly amounts (before taxes) for members of the Amber Grid Board, effective as of April 30, 2024:

Position	Monthly Fixed Remuneration Amount (EUR)
Chairman of the Board (independent)	4 600
Board Member (Independent)	3 500
Board member (civil servant), provided that the civil servant does not serve or perform duties on the governing body of another state-owned enterprise (SOE) / state-controlled enterprise (SCE) and/or municipal enterprise (ME) / municipal-controlled enterprise (MCE)*	2 800
Board member (civil servant), provided that the civil servant serves and performs duties on the collegial body of another state-owned enterprise (SOE) / state-controlled enterprise (SCE) and/or municipal enterprise (ME) / municipal-controlled enterprise (MCE)	1 800

* SE – state-owned enterprise, SOE – state-controlled enterprise, ME – municipal enterprise, MCE – municipally controlled enterprise

10 percent of the total budget of the Company's Board is allocated to additional company expenses intended to ensure the operation of the collegial body. The budget allocated for expenses related to the operations of the collegial body may be used to organize joint training sessions for collegial bodies, collaboration sessions, or any other form of joint events where knowledge and best practices are exchanged. The company's budgets for collegial body training are not used for individual training of collegial body members.

The contracts entered into with members of the supervisory and management bodies do not grant any rights to shares in the companies of the "EPSO-G" Group, other forms of remuneration, or additional benefits. The contracts do not provide for any severance pay or notice periods.

6.4.2. Remuneration Received by Members of the Amber Grid Board

Information on individual remuneration received by members of the Amber Grid Board

Member's first and last name	1st half of 2026	2025	2024
Paulius Butkus	-	-	-
Darius Kašauskas	-	-	-
Peter Loof Helth	21.000	42.000	28.167
Alexander Feindt	21.000	42.000	28.167
Karolis Švaikauskas	10.800	21.600	20.118
Sigitas Žutautas (term ended April 20, 2024)	-	-	11.267
Ignas Degutis (term ended April 20, 2024)	-	-	11.267
Total:	52.800	105.600	98.986

07

Additional Information



7.1. Information on compliance with the transparency guidelines

7.2. Contact Information and Other General Information About Amber Grid, AB

7. Additional Information

7.1. Information on Compliance with the Transparency Guidelines

"EPSO-G" and its subsidiaries comply with Government Resolution No. 1052 of July 14, 2010, "On the Approval of the Description of Guidelines for Ensuring the Transparency of State-Owned Enterprises" (hereinafter referred to as the "Transparency Guidelines"). The Transparency Guidelines are mandatory because "EPSO-G" is a state-owned enterprise (hereinafter "SOE").

To ensure compliance with the Transparency Guidelines within the "EPSO-G" group of companies, a policy on operational transparency and communication was adopted at the Group level, which takes into account in detail the requirements set forth in the Transparency Guidelines and establishes their application to the companies of the "EPSO-G" Group.

Compliance with the Transparency Guidelines is primarily ensured through the information disclosed in the integrated annual report and on the Company's website, where information is disclosed and presented in a format that is accessible and understandable to stakeholders.

The Transparency Guidelines specify that the Company adheres to the provisions of the Nasdaq Vilnius Corporate Governance Code for listed companies regarding public disclosure of information. Information on how the Company complies with the provisions of this Code is disclosed in Appendix IV to the Company's Integrated Annual Report, in the Company's statement on compliance with the Corporate Governance Code for Companies Listed on Nasdaq Vilnius.

Structured information regarding compliance with the Transparency Guidelines is provided below

Information must be published on the "EPSO-G" website, and other requirements must be met	
The Company's name, code, and the registry where data on the Company is collected and stored, as well as its registered office (address)	In progress
Legal status, if "EPSO-G" is being restructured, reorganized (specify the method of reorganization), liquidated, is in bankruptcy, or has gone bankrupt	Not applicable
Information about the institution representing the state, i.e., the Ministry of Energy of the Republic of Lithuania, and a link to its website	In progress
Objectives, vision, and mission	In progress
Structure	In progress
Director's Information*	In Progress
Chairperson and Board Members' Information*	In progress
Information on the Chair and Members of the Supervisory Board*	Not applicable
Names of committees and information on their chairs and members*	In progress
*The following information is disclosed: first name, last name, start date of current position, other current leadership positions in other legal entities, education, qualifications, professional experience; it is indicated whether a member of a collegial body was elected or appointed as an independent member.	
The total nominal value (in euros, rounded to the nearest euro cent) and percentage share of state-owned shares in the authorized capital of "EPSO-G"	In progress
Special obligations are being fulfilled in accordance with the recommendations approved by the Minister of Economy and Innovation of the Republic of Lithuania: the purpose of the special obligations is specified, the state budget appropriations allocated for their fulfillment in the current calendar year, and the legal acts entrusting the SOE with the fulfillment of the special obligation, establishing the conditions for fulfilling the special obligation, and/or regulating pricing	In progress
Information on social responsibility initiatives and measures, as well as significant ongoing or planned investment projects	In progress
If "EPSO-G" is a shareholder in other legal entities (excluding subsidiaries and sub-subsidiaries), the names, identification codes, and registries where data on the Company is collected and stored, as well as the registered offices (addresses) and website addresses of such legal entities	In progress
The set of annual financial statements, the management report, and the auditor's opinion on the annual financial statements must be published on the "EPSO-G" website within 10 business days of the approval of the set of annual financial statements	In progress

EPSO-G's interim financial statements and interim reports must be published on the EPSO-G website no later than 2 months after the end of the reporting period In progress

Given that "EPSO-G" is a parent company, the following information must also be published on the website:

Group structure In progress

Subsidiaries and sub-subsidiaries:

Company name, identification number, and the registry where data on the company is collected and stored, as well as its registered office (address) In progress

Website addresses In progress

Percentage of shares held by "EPSO-G" in the companies' authorized capital In progress

Annual consolidated financial statements and consolidated management reports In progress

The following documents must be published on the website, and other requirements must be met:

The Statutes of "EPSO-G" In progress

Letter from the Ministry of Energy of the Republic of Lithuania regarding the establishment of the state's objectives and expectations for "EPSO-G" In progress

Business strategy or a summary thereof, in cases where the business strategy contains confidential information or information considered a trade (production) secret In progress

Remuneration policy covering the determination of the EPSO-G CEO's remuneration and the remuneration of members of collegial bodies and committees established by EPSO-G In progress

EPSO-G annual and interim reports In progress

Sets of annual and interim financial statements covering a period of at least 5 years, and the auditor's opinions on the annual financial statements In progress

The documents listed above are published in PDF format, and technical capabilities are provided to print them In progress

The following requirements must be met in the sets of financial statements and reports:

"EPSO-G" maintains its accounting records in a manner that ensures the preparation of financial statements in accordance with international accounting standards In progress

"EPSO-G" prepares a set of 6-month interim financial statements In progress

In addition to the annual report, EPSO-G prepares a 6-month interim report In progress

In addition to the content requirements set forth in the Law on Financial Reporting of Enterprises of the Republic of Lithuania, EPSO-G's consolidated annual report must also include¹:

A brief description of the business model In progress

Information on significant events that occurred during and after the financial year (up to the preparation of the annual report) and that had a material impact on "EPSO-G"'s operations In progress

Results of the implementation of the objectives set out in the business strategy In progress

Profitability, liquidity, asset turnover, and debt ratios In progress

Fulfilment of special obligations In progress

Implementation of the investment policy, ongoing and planned investment projects, and investments during the reporting year In progress**

** Investments, ongoing and planned projects, and investments during the reporting year are presented in Sections 3.4, 3.5, and 4.2.8 of the integrated annual report.

Implementation of the risk management policy In progress

Implementation of the dividend policy In progress

Implementation of the remuneration policy	In progress
Total annual payroll, average monthly remuneration by position and/or department	In progress
State-owned enterprises that are not required to prepare a social responsibility report are recommended to include, as appropriate, information in their annual reports regarding environmental protection, social and personnel issues, the protection of human rights, and the fight against corruption and bribery	In progress
The integrated annual report includes the structure of the corporate group, as well as the name of each subsidiary, code, and the registry where data on the company is collected and stored, its registered office (address), the percentage of shares held in the subsidiary's authorized capital, and the financial and non-financial performance results for the fiscal year	In progress
EPSO-G's interim reports include a brief description of EPSO-G's business model, an analysis of financial performance for the reporting period, information on significant events that occurred during the reporting period, as well as profitability, liquidity, asset turnover, and debt ratios and their changes compared to the corresponding period of the previous year	In progress

7.2. Contact Information and Other General Information About Amber Grid, AB

Company Name	Amber Grid, AB
Legal form	Public limited company
Date and place of registration	June 25, 2013, Register of Legal Entities of the Republic of Lithuania
Legal Entity Code	303090867
Registered office address	10 Laisvės Ave., LT-01103 Vilnius
Phone	(0 5) 236 0855
Email	info@ambergrid.lt
Website	www.ambergrid.lt
Authorized capital	51.730.929 EUR

Amber Grid, AB is the operator of the Lithuanian gas transmission system and a member of the EPSO-G group of companies. The company operates a 2,288-kilometer-long high-pressure gas pipeline network throughout Lithuania. It also manages more than 60 gas distribution and metering stations and two gas compressor stations.

Amber Grid, AB is connected to the gas transmission systems of four other countries and to the Klaipėda LNG terminal. Amber Grid shares are listed on the Baltic Secondary List of the NASDAQ Vilnius Stock Exchange. The Company's main shareholder is EPSO-G, 100 percent of whose shares are owned by the Ministry of Energy of the Republic of Lithuania.