



REPORT ON REMUNERATION

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REMUNERATION

Remuneration principles of the Company's governing and supervisory bodies are determined by the Remuneration policy approved in Extraordinary General shareholders meeting in June 2024. Full remuneration policy can be found on Company's website: [Remuneration-Policy](#)

Remuneration for activities in the collegial bodies of the Company may be paid to the members of the collegial body of the Company who are independent or not.

The personal data of the members of the Company's governing and supervisory bodies is included in the report on remuneration for the following purposes:

- to increase the transparency of the Company;
- to improve the accountability of the members of the governing bodies;
- to supervise the remuneration of the governing bodies.

Members of collegial governing and supervisory bodies of the Company are only eligible for receiving fixed monthly compensation.

The remuneration to be paid must:

- promote the creation of long-term and sustainable value of the Company, to be fair and understandable;
- comply with the workload of the individual organs of the Company and their members;
- be competitive with the salary levels in the labour market of the respective field;
- ensure the indemnification of the liability assumed by the individual members of the Company bodies;
- promote the attraction of high-level professionals in their field to the management of the Company.

In 2025 members of the Supervisory Council, Board, Audit Committee and Remuneration and Nomination Committee were not granted any shares, did not receive any loans, guarantees, assets, premiums, bonuses or any other benefits for work as members or salary for service at any other company of the Group. They are not eligible for any variable part of remuneration or for recovery of it.

REMUNERATION OF THE SUPERVISORY COUNCIL

	AVERAGE MONTHLY SALARY FOR 2025, EUR	TOTAL FOR 2025, EUR	AVERAGE MONTHLY SALARY FOR 2024, EUR	TOTAL FOR 2024, EUR
Robertas Vyšniauskas	4,369	52,428	3,943	47,355
Dovilė Kavaliauskienė	2,621	13,105	2,366	28,413
Mantas Šukevičius	3,277	39,324	2,957	35,518
Aurimas Salapėta	2,621	11,795	-	-
Total	-	116,652	-	111,286

REMUNERATION OF THE BOARD OF THE COMPANY

	AVERAGE MONTHLY SALARY FOR 2025, EUR	TOTAL FOR 2025, EUR	AVERAGE MONTHLY SALARY FOR 2024, EUR	TOTAL FOR 2024, EUR
Guy Mason	3,277	39,324	2,957	35,518
Edvinas Katilius	-	-	3,750	45,171
Alfonso Morriello	3,277	39,324	2,957	35,518
Jūratė Lingienė	4,369	62,809	3,126	45,188
Karolis Švaikauskas	2,621	31,452	2,366	28,413
Gediminas Almantas	3,277	28,245	-	-
Total	-	201,154	-	189,808

REMUNERATION OF THE AUDIT COMMITTEE

	AVERAGE MONTHLY SALARY FOR 2025, EUR	TOTAL FOR 2025, EUR	MONTHLY SALARY FOR 2024, EUR	TOTAL FOR 2024, EUR
Šarūnas Radavičius	2,184	26,208	1,971	23,674
Robertas Vyšniauskas	1,638	19,656	1,479	17,759
Mantas Šukevičius	1,638	19,656	1,479	17,759
Total	-	65,520	-	59,192



REMUNERATION OF THE REMUNERATION AND NOMINATION COMMITTEE

	AVERAGE MONTHLY SALARY FOR 2025, EUR	TOTAL FOR 2025, EUR	AVERAGE MONTHLY SALARY FOR 2024, EUR	TOTAL FOR 2024, EUR
Robertas Vyšniauskas	819	9,828	740	8,882
Dovilė Kavaliauskienė	-	-	-	-
Živilė Valeišienė	2,184	26,208	1,971	23,674
Aurimas Salapėta	-	-	-	-
Total	-	36,036	-	32,556

REMUNERATION OF THE CEO OF THE COMPANY

The CEO of the Company is rewarded according to provisions set in the Remuneration policy approved by the Board of the Company and the Company’s Procedure for rewarding bonuses to AB KN Energies top management employees.

The monthly salary of the CEO of the Company since November of 2024 is EUR 12,000. Following the Remuneration policy, the CEO is also eligible for receiving annual bonus depending on the results of the Company and achievement of the annual goals. The maximum bonus in case all goals are achieved consists of 4 monthly salaries. In 2025 variable pay for the CEO, was EUR 3,920 (monthly equivalent of yearly bonus) (2024 – EUR 3,040 (monthly equivalent of yearly bonus)).

CHANGES IN THE COMPANY RESULTS AND AVERAGE MONTHLY SALARY OF ALL EMPLOYEES

COMPANY	2025	2024	2023	2022	2021
Sales revenue, TEUR	99,916	89,407	80,356	74,722	58,633
Net profit (loss), TEUR	16,727	13,797	12,370	(6,732)	(64,917)
Average monthly salary (gross), EUR*	3,730	3,584	3,209	2,765	2,570

*The average monthly salary is calculated according to the average monthly wage calculation procedure as stated in the State companies’ employees’ average monthly salary calculation procedure approved by the Government of Lithuania on 23 August 2002, resolution No. 1341 and its subsequent changes. On-call payments included.





INFORMATION ABOUT THE EMPLOYEES

Personnel

The Company's main asset is its employees who are the most important link to the achievement of Company's goals. Company's personnel policy is focused on the development of teamwork, constant progress in professional development and process efficiency, the optimal use of work resources, training of qualified staff, and development of the Company's culture that empowers personal growth, cooperation, succession planning, and creates additional value for the company and its stakeholders.

Number of the Group employees as of 31 December 2025:

	31-12-2025	31-12-2024	CHANGE,%
AB KN Energies	367	356	3.1%
UAB KN New Energy Solutions	3	2	50.0%
UAB KN Global Terminals	2	2	-
UAB SGD SPB	2	2	-
KN Energies Deutschland GmbH	9	5	80.0%
KN Açú Serviços de Terminal de GNL LTDA	33	28	17.9%
Total	416	395	5.3%

The number of employees does not include employees on maternity/paternity leave.

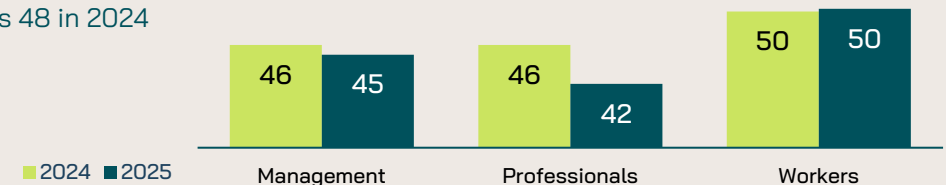
The breakdown of the number of the Group and the Company employees by gender as of 31 December 2025:

	WOMEN	%	MEN	%
AB KN Energies	98	26.7%	269	73.3%
UAB KN New Energy Solutions	2	66.7%	1	33.3%
UAB KN Global Terminals	1	50.0%	1	50.0%
UAB SGD SPB	1	50.0%	1	50.0%
KN Energies Deutschland GmbH	1	11.1%	8	88.9%
KN Açú Serviços de Terminal de GNL LTDA	5	15.2%	28	84.8%
Total	108	26.0%	308	74.0%

Average age of the employees, years

45

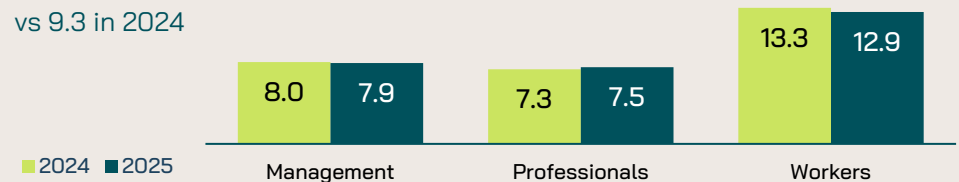
vs 48 in 2024



Average work experience of the employees, years

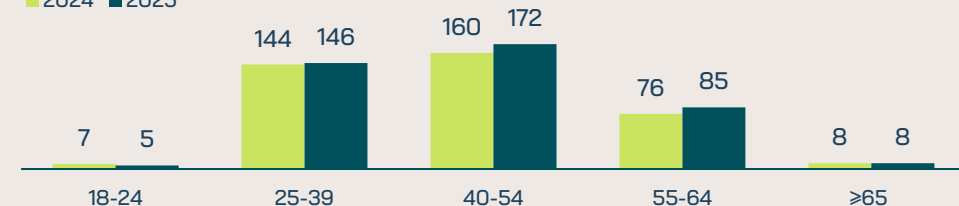
9.2

vs 9.3 in 2024



Number of employees by age groups

■ 2024 ■ 2025



Figures provided of Group employees.



EMPLOYEE CATEGORY	EMPLOYEES ON 31-12-2025	UNIVERSITY	VOCATIONAL	SECONDARY AND OTHER	EMPLOYEES ON 31-12-2024	UNIVERSITY	VOCATIONAL	SECONDARY AND OTHER
Management*	67	65	2	-	60	58	2	-
Professionals	221	185	31	5	211	180	26	5
Workers	128	13	54	61	124	10	50	64
Total	416	263	87	66	395	248	78	69

* The management of the Company include Chief Executive Officer (CEO), Top managers, Middle managers (C-2; C-3) and Functional managers.

Payroll System and Remuneration Policy

The Company seeks to create motivating, efficient, fair, transparent, and easy to understand compensation system which aims to attract, retain, and motivate employees whose skills and work results help the Company to successfully develop and implement its mission and achieve strategic business objectives. The Company is constantly reviewing remuneration competitiveness and motivational system. As a result, in the beginning of January 2024 the Employee Remuneration Policy and the Procedure of Remuneration System Formation have been updated for motivational system to work even more effectively. The Company introduced quarterly short-term incentives system to C-3 level and lower positions in the organization. Accordingly, employee's bonus structure currently includes annual bonuses for all employees that focus on consistent alignment of the team towards the mutual annual objectives and also acknowledges short-term performance results on a monthly or quarterly basis.

The Employee Remuneration Policy defines the principles of determination and payment of remuneration as well as the incentives of employees. The Remuneration policy applies to all employees of the Company.

The goals of the Remuneration Policy are to:

- Establish clearly understandable, fair, and transparent procedures for the determination and payment of remuneration as well as the incentives of employees, aiming to ensure the Company's competitiveness in the labour market;
- Encourage the employees to achieve the objectives set in the corporate strategy, to create value added and increase the returns to shareholders while fostering the values of the Company.

The remuneration of the employee may consist of the following components: a fixed component, i. e. a monthly salary (or a wage) and a variable component payable for either short-term performance results or the annual results of the Company's/the employee's performance.

The Company's remuneration system is based on job structure framework, created using the Hay Methodology by determining the weight of each position (to ensure fair remuneration for work within the Company). The amount of the monthly remuneration for the position is determined by assessing the level of knowledge and work experience

required to perform the functions of each position, the complexity of the functions, the degree of responsibility and management level, the impact / risk on the Company's performance, working conditions. In order to ensure the competitiveness of the remuneration of the Company's employees and to promote the achievement of results, the remuneration (fixed and variable remuneration components) focuses on the range of the 50th and 75th per centiles of the remuneration market of all companies operating in Lithuania.

Employees in the same position can receive different monthly pay depending on qualifications, experience, capabilities, and functions and responsibilities assigned to the employee. The variable component is set according to the procedure laid down in the Remuneration Policy.

Employee's base salaries are usually reviewed once a year taking into account: Lithuanian labour market trends; the Company's performance results; The results of the evaluation of the Company's employees; demand – supply situation for jobs important to the company in the labour market.



The breakdown of employee related expenses (EUR thousand) of the Group:

	2025	2024	CHANGE,%
AB KN Energies	17,552	15,838	10.8%
UAB KN New Energy Solutions	6	5	20.0%
UAB KN Global Terminals	9	6	50.0%
UAB SGD SPB	5	5	-
KN Energies Deutschland GmbH	671	75	794.7%
KN Açu Serviços de Terminal de GNL LTDA	1,030	827	24.5%
Total:	19,273	16,756	15.0%

* KN Energies Deutschland GmbH's related expenses are eliminated from intra-group transactions (Basis for consolidation).

Employees according to categories:

EMPLOYEE CATEGORY	AVERAGE NUMBER OF EMPLOYEES					
	2025 GROUP	2024 GROUP	CHANGE,%	2025 COMPANY	2024 COMPANY	CHANGE,%
Chief Executive Officers	6	5	20.0%	1	1	-
Top Management	7	6	16.7%	7	6	16.7%
Middle Management	51	50	2.0%	49	45	8.9%
Professionals	217	195	11.3%	178	170	4.7%
Workers	126	122	3.3%	126	122	3.3%
Total:	407	378	7.7%	361	344	4.9%

The Company's average monthly salary of all employees:

EMPLOYEE CATEGORY	AVERAGE MONTHLY SALARY (GROSS), EUR					
	2025 GROUP	2024 GROUP	CHANGE,%	2025 COMPANY	2024 COMPANY	CHANGE,%
Chief Executive Officers	10,519	8,699	20.9%	16,650	13,742	21.2%
Top Management	10,694	10,512	1.7%	10,694	10,512	1.7%
Middle Management	6,181	6,067	1.9%	6,234	6,321	(1.4%)
Professionals	3,474	3,366	3.2%	3,682	3,604	2.2%
Workers	2,442	2,255	8.3%	2,442	2,255	8.3%
Total:	3,619	3,463	4.5%	3,730	3,584	4.1%

* The average monthly salary is calculated according to the average monthly wage calculation procedure as stated in the State companies' employees' average monthly salary calculation procedure approved by the Government of Lithuania on 23 August 2002, resolution No. 1341 and its subsequent changes. On-call payments included.





The Company's and Group's structure of average monthly salary, EUR:

EMPLOYEE CATEGORY	STRUCTURE OF AVERAGE MONTHLY SALARY (GROSS), EUR						
	2025 GROUP	2024 GROUP	CHANGE,%	2025 COMPANY	2024 COMPANY	CHANGE,%	
Chief Executive Officers	AMS without annual bonus	8,729	7,327	19.1%	12,807	10,702	19.7%
	Annual bonus	1,790	1,372	30.5%	3,843	3,040	26.4%
	Executives total:	10,519	8,699	20.9%	16,650	13,742	21.2%
Top Management	AMS without annual bonus	8,744	8,408	4.0%	8,744	8,408	4.0%
	Annual bonus	1,950	2,104	(7.3%)	1,950	2,104	(7.3%)
	Top Managers total:	10,694	10,512	1.7%	10,694	10,512	1.7%
Middle Management	AMS without annual bonus	5,571	5,301	5.1%	5,619	5,516	1.9%
	Annual bonus	610	766	(20.4%)	615	805	(23.6%)
	Middle Managers total:	6,181	6,067	1.9%	6,234	6,321	(1.4%)
Professionals	AMS without annual bonus	3,280	3,045	7.7%	3,480	3,255	6.9%
	Annual bonus	194	321	(39.6%)	202	349	(42.1%)
	Professionals total:	3,474	3,366	3.2%	3,682	3,604	2.2%
Workers	AMS without annual bonus	2,332	2,157	8.1%	2,332	2,157	8.1%
	Annual bonus	110	98	12.2%	110	98	12.2%
	Workers total:	2,442	2,255	8.3%	2,442	2,255	8.3%
Total	AMS without annual bonus	3,367	3,130	7.6%	3,470	3,237	7.2%
	Annual bonus	252	333	(24.3%)	260	347	(25.1%)
	Total:	3,619	3,463	4.5%	3,730	3,584	4.1%



Average number of employees

407

vs 378 in 2024



Average monthly salary (gross)

3,619 EUR

vs 3,463 EUR in 2024

Figures provided of Group employees.

Average monthly salary (gross) of employees by gender, EUR:

EMPLOYEE CATEGORY	2025 GROUP			2025 COMPANY		
	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Chief Executive Officers	10,519	10,519	-	16,650	16,650	-
Top and Middle Management	6,773	7,057	6,250	6,694	7,085	6,372
Professionals	3,474	3,624	3,210	3,682	3,961	3,278
Workers	2,442	2,461	1,892	2,442	2,461	1,892
Total	3,619	3,573	3,752	3,730	3,695	3,826

* The average monthly salary is calculated according to the average monthly wage calculation procedure as stated in the State companies' employees' average monthly salary calculation procedure approved by the Government of Lithuania on 23 August 2002, resolution No. 1341 and its subsequent changes. On-call payments included.

** AMS – average monthly salary.



Employee Performance Evaluation and Annual Bonus Allocation

Since the Company updated the procedures for annual employee performance evaluation and bonus allocation in 2023, introducing monthly, quarterly, and annual reviews starting from 2024, key performance indicators have shown overall improvement. eNPS increased significantly from 15 in 2024 to 28 in 2025 (+13). The engagement index rose from 81 to 82 (+1), the benefits rating improved from 75 to 81 (+6), and the reward indicator increased from 70 to 75 (+5).

Employee Selection and Recruitment

In 2025 the Company renewed its Employee Referral Program and expanded the range of candidate sourcing channels in order to strengthen its talent attraction capabilities and reach a broader and more diverse pool of potential candidates.

The Company has also established cooperation agreements with several higher education institutions in the region. Under these agreements, KNE provides financial support to students who choose engineering studies in various fields, thereby investing in the attraction of future specialists. Students are invited to company site visits, offered internship opportunities, and given practical exposure to the organization's activities, creating early engagement and a sustainable talent pipeline.

Principles of Employee Competence Development

KNE education system is designed to promote the development of employees both independently and through the learning processes of strategically important knowledge and skills that are part of the curricula. All employees are given the opportunity to participate in the programs. The implementation of KNE education system is based on 6 principles: link with business strategy, cooperation between departments, identification of needs based on assessment of employees' competencies, measurement of learning effectiveness, integration of education with other processes and selection of appropriate educational tools.

Each year up to 15% of the annual learning and development budget was allocated to fund employees with various formal studies at different universities.

KNE further developed its leadership competencies by expanding the talent pool and continuing its long-term leadership program. This program consists of 9 months of structured learning sessions and extends beyond that through the implementation of personalized career plans.

