

Performance objectives for 2021

| Performance criteria | Weight | Targets | Access threshold (70%) | Threshold I (80%) | Threshold II (90%) | Target (100%) | 2021 actual result | Score (Weighted) |
|---------------------------------------|--------|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---|------------------|
| Financial targets | 30% | Group Adjusted EBITDA ¹ | 292 mEUR | 297 mEUR | 302 mEUR | 307 mEUR | 333 mEUR | 30% |
| Strategic projects and key milestones | 50% | Vilnius CHP biomass unit project restart: according to the approved schedule and scope (10%) | Up to 3 months later | Up to 2 months later | Up to 1 month later | On time ² | Up to 3 months later | 7% |
| | | M&A: Green Generation development projects secured with planned CoD in 2021–2023, according to the approved scope (10%) | ≥120 MW | ≥150 MW | ≥180 MW | ≥220 MW | 130 MW | 7% |
| | | Own development: Green Generation early development phase with planned CoD in 2024–2025, according to the approved scope (10%) | ≥100 MW | ≥130 MW | ≥170 MW | ≥200 MW | 166 MW | 8% |
| | | Smart metering programme: according to the approved programme schedule and scope (10%) | Up to 3 months later | Up to 2 months later | Up to 1 month later | On time ³ | Up to 3 months later | 7% |
| | | Networks regulation: to secure sustainable and long-term regulatory model for the new regulation period (10%) | Some negative impact | | | No material negative impact | Regulated asset base decline partly offset by additional tariff component. The impairment of Networks electricity non-current assets is EUR 53 million ⁴ | 8.5% |
| Sustainability targets | 20% | Security at workplace: TRIR and 0 work-related fatal accidents of own employees (5%) | TRIR ≤ 2.59 and 0 fatal accidents | TRIR ≤ 2.49 and 0 fatal accidents | TRIR ≤ 2.39 and 0 fatal accidents | TRIR ≤ 2.29 and 0 fatal accidents | TRIR=2.01 and 0 fatal accidents | 5% |
| | | Group sustainability programme: according to the approved programme schedule and scope (5%) | Up to 3 months later | Up to 2 months later | Up to 1 month later | On time ⁵ | On time | 5% |
| | | Group employee NPS (10%) | eNPS ≥70% vs. 2020 average | eNPS ≥80% vs. 2020 average | eNPS ≥90% vs. 2020 average | eNPS ≥95% vs. 2020 average | eNPS = 103% vs. 2020 average ⁶ | 10% |
| Total: | | | | | | | 88% | |

¹ Target is measured according to the achievement scale with linear interpolation between the thresholds. In the event of below-minimum achievement, no payment will accrue for this target.

² Team formed, procurement procedures initiated and planned activities carried out according to the approved project plan.

³ Contract signed with the main contractor of SMI and rollout started.

⁴ EUR 44.4 million - electricity related and EUR 8.9 million - gas related.

⁵ According to the approved programme schedule and scope for 2021: CO₂ emissions measurements done, management targets set and validated by SBTi; Materiality assessment and Group sustainability targets defined.

⁶ Group employee NPS for 2020 – 56.0%, for 2021 – 57.4%.