

The logo consists of two overlapping shapes: a dark blue arrow pointing right containing the letters 'LTG' in orange, and a white arrow pointing left containing the word 'CARGO' in orange. The two arrows meet at their tips in the center.

LTG

CARGO

LTG CARGO STRATEGY SUMMARY:

The backbone of the transport system

A decorative graphic at the bottom of the slide, consisting of a thick black horizontal bar on the left that tapers into a white arrow pointing right, which then curves upwards and to the right, ending in a rounded corner.

LTG Cargo future in the (un)certain environment

01 Geopolitical changes



02 Competitive environment



03 Efficiency



04 European Green Deal



LTG Cargo goal – to be the backbone of the transport system

Key directions

- Employees
- Clients
- Efficiency

Vision To be the backbone of the transport system

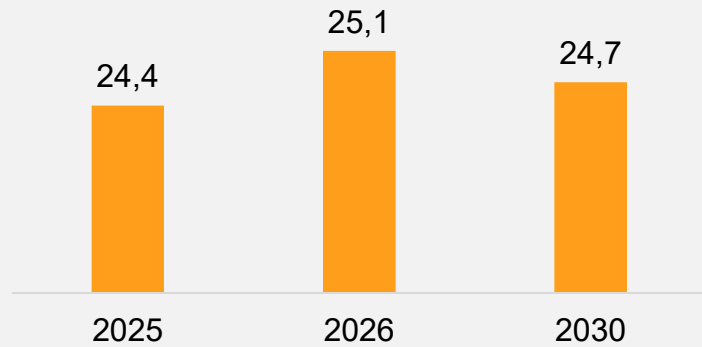
Mission Connecting people and businesses for a more sustainable future

Values Responsibility | Client orientation | Cooperation | Improvement



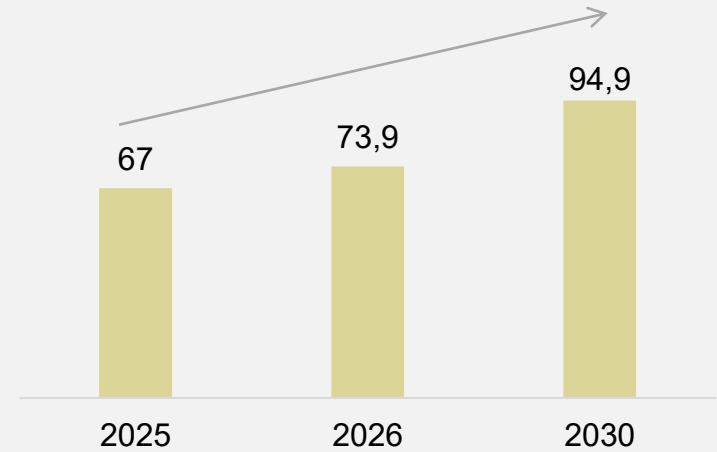
How will we measure our success in 2026 – 2030?

**LTG Cargo annual freight turnover¹
(mln. t.) 2025 – 2030**



Freight turnover remains stable due to growing volumes in Lithuania, compensating decreasing Kaliningrad freight

**LTG Cargo Group EBITDA² (mln. EUR)
2025 – 2030**



**42%
growth**

1 – LTG Cargo's freight turnover in Lithuania with both bulk and intermodal cargo; 2 – EBITDA is a company's profit indicator, which determines earnings before interest, taxes, depreciation and amortization. This allows for a more accurate comparison of companies' profitability by eliminating the aforementioned factors




Strategic directions will help to achieve our goals!



Customer experience

Promise to our customers: simple and reliable services

Customers are most satisfied with:

 Caring employees	 Clear invoices for services
 High-quality cargo delivery	 High-quality customs brokerage services

Goal – to achieve average NPS of the logistics industry

Customer satisfaction will be improved by implementing measures in these areas:



Simple ordering / payment process



Reliability and safety



Services that meet customer needs



Expert partnership



OMS and self-service system for customers



A customer-oriented culture

Business expansion

Lithuania is the backbone, allowing to expand abroad



Increasing domestic traffic is offsetting the decline in traffic to Kaliningrad



Expansion of the Kaunas–Duisburg intermodal route is underway



Partner in military logistics and maintenance



POLSKA



Stabilizing the company and improving EBITDA



Net profit in 2029



Key enabler in the North – South corridor



UKRAINE



New business model: rolling stock leasing operator



Surplus LTG Cargo rolling stock is being put into service



Assumptions for locomotive leasing to be tested in 2026–2027

Operational excellence

Creating more value

LTG Cargo direct operating expenses¹ ratio (mln. EUR/mln. t.) 2025 – 2030

 **Grows slower than inflation**



Challenges:



Rising costs



Need to ensure competitiveness

¹ – LTG Cargo Operating costs excluding TAC, RSI and depreciation per unit of activity, mln. EUR/mlrd. tkm

Efficiency will be increase by:



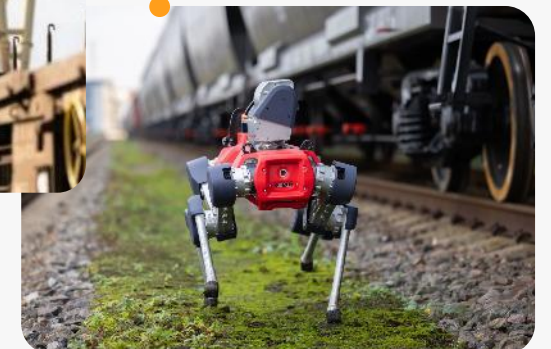
Active registration of initiatives



Openly addressing issues



Problem solving and Process improvement



Digitization and automation

Decarbonization

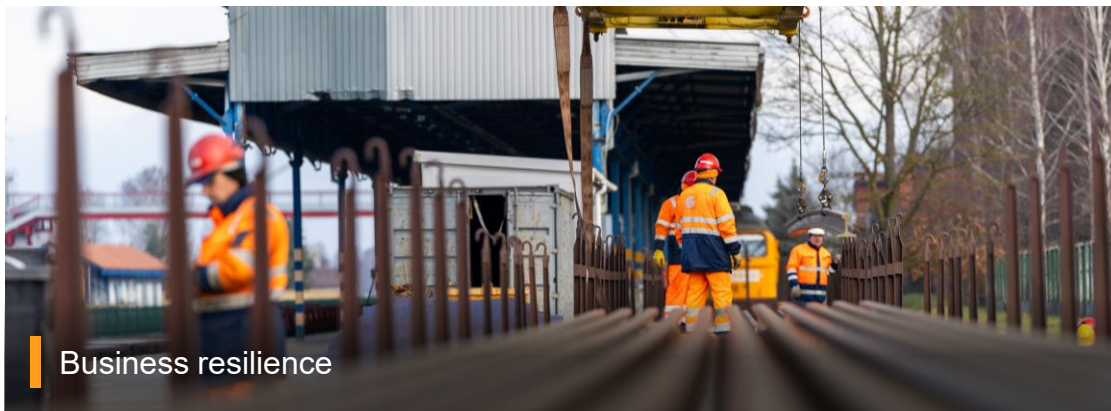
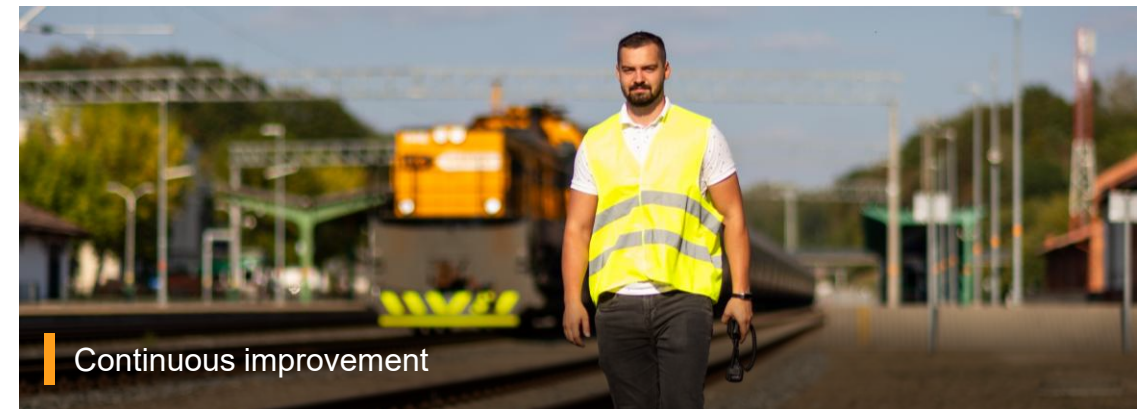
Improved sustainability



Engaging organizational culture

Employees are the foundation of LTG Cargo

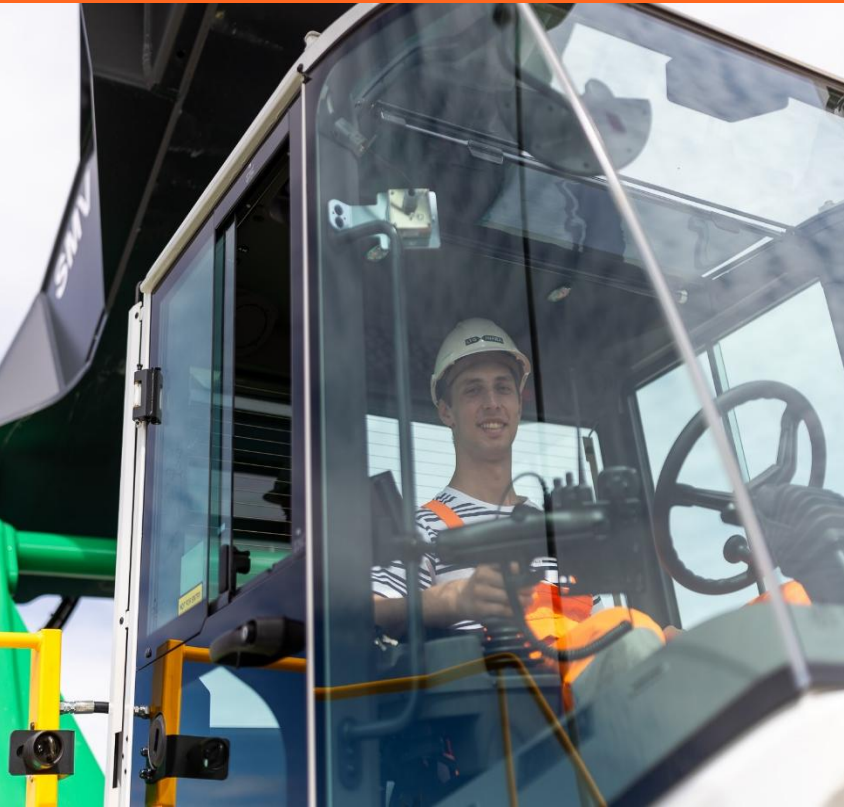
We will build a stronger company by fostering a culture focused on:



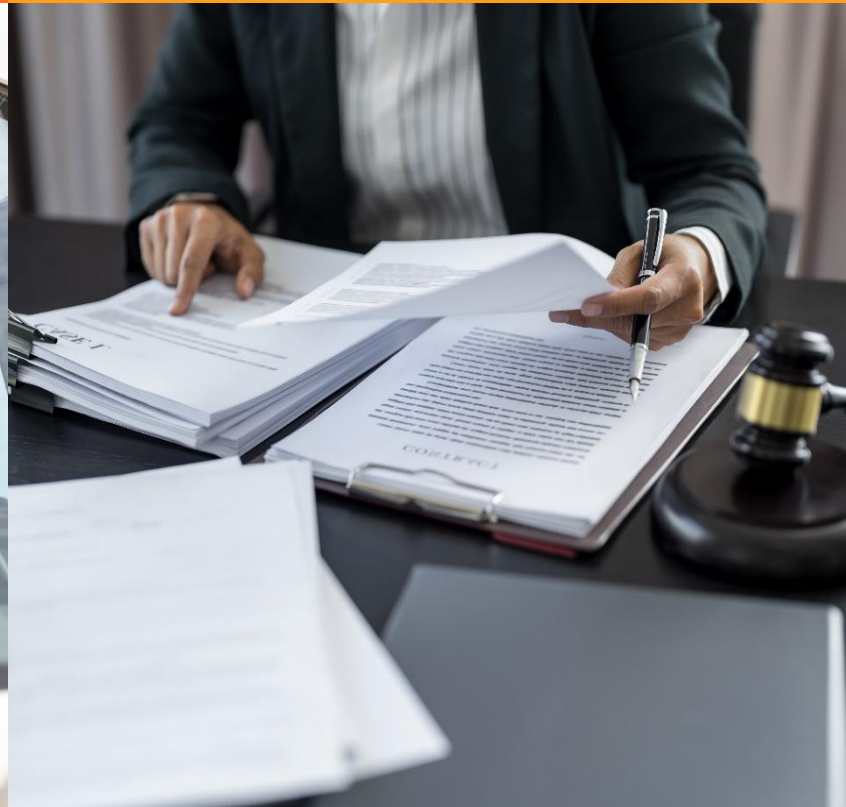
Business resilience

We overcome challenges, manage risks, and improve safety

01 Improving safety



02 Improving risk management



03 Improving operational readiness



Investments will help us to become a backbone of the transport system

A total of approximately €345 million will be invested between 2026 and 2030:

Acquisition of 1520 mm electric locomotives



Locomotive repair program



Renewal of a freight wagon depot in Radviliškis



Construction of a repair depot in Vaidotai



Freight wagon repair program



Implementation of the OMS system

