AS AMBER LATVIJAS BALZAMS

REMUNERATION REPORT FOR YEAR 2025

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Introduction

The Remuneration report of the Members of the Board and the Council of AS Amber Latvijas balzams (hereinafter - the Company) for 2025 has been prepared in accordance with the Remuneration policy for the Members of the Board, approved by the decision of the Company's Shareholders on meeting at 7 July 2020, and the Remuneration policy of the Members of the Council from 27 June 2019, prepared according to Directive (EU) 2017/828 of the European Parliament and of the Council on the promotion of long-term shareholder involvement and Article 59.3 of the Financial Instruments Market Law of the Republic of Latvia.

The Remuneration report has been prepared by the Board of the Company and revised by the Council of the Company.

The Remuneration report is verified by a Sworn Auditor and it is reviewed and approved at the Shareholders' meeting together with other components of the Annual report. The Remuneration report is published simultaneously in Latvian and English languages together with the audited Annual report of the Company as a separate component of the Annual report on the Company's website, section 'For investors', as well as on the stock exchange Nasdaq Riga website.

In the reporting period, the Company's net profit was EUR 0,836 million, which is decreased on same period of 2024 (EUR 0.385 million).

In the year 2025, there were no significant events as well as no significant risks that the Company could face, and that could affect its financial capabilities and financial performance of future operations.

Remuneration for the Board members

Name, surname	Possition	Remuneration for year, EUR	Additional payments	Regular part, %	Variable part, %
Andrejs Višņausks	Chairman of the Board	91 587	4 689	100%	0%
Guntars Betlers	Member of the Board	10 009	0	100%	0%
Total		**101 596**	**4 689**	**100%**	**0%**

The Remuneration - a sum that is paid to each Member of the Management Board consisting of the reward for the performance of the Management Board member duties (hereinafter also - the Consideration), salary, and other payments, and it is stipulated by Supervisory Board decision, taking into account the terms of the employment agreement, if any. The variable part of the Consideration is not determined. The right to reclaim or defer Consideration is not provided. In case the Member of the Management Board has an employment or other civil relationship with the Company, the Remuneration includes salary and other payments or benefits to the Board members. The part of Remuneration arising from employment or other civil law relationships could vary.

Remuneration for the Council members

Name, surname	Possition	Remuneration for year, EUR	Additional payments	Regular part, %	Variable part, %
Valizhan Abidov	Vice Chairman of the Council	24 000	nav	100%	0%
Velga Celmiņa	Member of the Council	24 000	nav	100%	0%
Boriss Ņešatajevs	Member of the Council	24 000	nav	100%	0%
Total		**72 000**		**100%**	**0%**

Remuneration for the Board and Council

	2025	2024	2023	2022	2021
Net turnover, EUR 000	74 464	78 206	97 920	108 129	78 541
Remuneration for the Members of the Board for year, EUR 000 (regular part)*	102	170	183	180	175
Remuneration for the Members of the Council for year, EUR 000 (regular part)	72	108	108	120	120
Average remuneration for full - time employees from equivalent units, EUR 000 (regular part)	53	40	41	64	61

Remunerations of the Board and the Council Board are in accordance with policies. The impact on the performance of the Company by Remunerations of the Board is not intended. The impact on the performance of the Company by Remunerations of the Council is not intended.

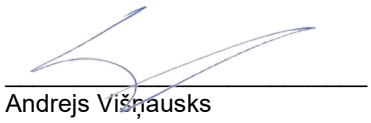
Please see the other results of the Company's performance in the Annual Report, Report of the management, section Performance of the Company during the financial year.

No additional payments, including those related to the termination of the contract, were made.

The company belongs to the concern within the meaning of the Law on Annual Accounts and Consolidated Annual Accounts. The members of the Board and the Council have not received any remuneration from other Group companies. No shares or share options were granted or offered to the members of the Board and the Council.

The variable part of the Consideration has not been claimed. There were no exceptional cases of temporary derogations from the Remuneration policy.

On the behalf of Company:



Andrejs Višņausks
Chairman of the Board

Riga, 25 September 2026