

Trusti

KOSOVO PENSION SAVINGS TRUST

2027

PERFORMANCE PLAN

Trusti

FONDI I KURSIMEVE PENSIONALE I KOSOVËS
KOSOVO PENSION SAVINGS TRUST
KOSOVSKI PENZIJSKI ŠTEDNI FOND

PREPARED:
Prishtina, October 2026

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ABBREVIATIONS

KPST	Kosovo Pension Savings Trust
TAK	Tax Administration of Kosovo
Government	Government of the Republic of Kosovo
Assembly	Assembly of the Republic of Kosovo
CBRK	Central Bank of the Republic of Kosovo
Board	KPST Governing Board
NAM	Net Assets under Management
SIP	Statement of Investment Principles

1. Introduction

The Kosovo Pension Savings Trust (KPST) is an independent, not-for-profit public institution established by the Assembly of the Republic of Kosovo. It operates a defined-contribution pension scheme in which each contributor holds an individual pension savings account.

All account information is recorded in the contributor's individual account, through which contributions, investments and withdrawals are processed. KPST was established in December 2001 and began operations in August 2002 to administer and manage mandatory pension contributions, as well as additional voluntary contributions, made on behalf of employees in Kosovo.

KPST's overall activities are governed by legislation adopted by the Assembly of Kosovo, while direct regulatory supervision is exercised by the Central Bank of Kosovo (CBK). KPST is exclusively responsible for holding in trust and investing pension savings contributed by employed and self-employed citizens of Kosovo.

Although KPST has a statutory duty to administer individual accounts, the savings remain the personal property of contributors. However, pension savings have a specific statutory purpose: they may be used only for retirement and, as a rule, cannot be withdrawn before retirement age or used for other purposes, such as loans or medical expenses.

Twenty-five years after its establishment, KPST has a proven record of administering and managing pension savings in trust, safeguarding and growing their value through prudent investments in international financial markets and in Kosovo.

With assets under management exceeding EUR 4.3 billion and more than one million individual accounts, the institution operates with 38 permanent staff members and a single office in Prishtina.

KPST's operations rest on two main pillars: investments and operations. Both are supported by strategic and operational action plans designed to fulfil statutory obligations and serve contributors effectively.

Since its establishment, the Assembly has overseen KPST through annual reports, including audited financial statements, and through its review and approval of management fees, alongside the institution's financial and performance plans for the following year.

When necessary, the Assembly's relevant committees also hold extraordinary information sessions with KPST representatives. These arrangements allow the Assembly to directly assess the institution's performance.

This Performance Plan is submitted to the Assembly of the Republic of Kosovo. It brings together the main elements of KPST's annual planning to support parliamentary oversight, monitoring and consideration of the institution's short-term priorities.

In addition to the activities planned for the year, it therefore includes the proposed fees and revenue projections for 2027.

2. Mandate

KPST's statutory mandate is to administer and manage pension savings until contributors retire. Its responsibilities include investing pension assets in accordance with the principles established by applicable legislation and providing services throughout the contribution period. Investments are intended to increase the value of pension savings and preserve their purchasing power over the long term.

Accordingly, the Governing Board has adopted a benchmark of inflation plus a specified number of basis points, depending on the portfolio, taking into account the long-term investment horizon of accumulated pension savings.

To manage investment risk appropriately, contributors are assigned to three age-based portfolios:

(1) the Standard Portfolio, for ages 15–57;
(2) the Balanced Portfolio, for ages 58–62; and
(3) the Conservative Portfolio, for contributors aged 63 and above.

Pension assets are invested across different asset classes, geographical markets (internationally and in Kosovo) and industries to diversify and reduce investment risk, as deemed appropriate by the Board.

Law No. 04/L-101 on Pension Funds of Kosovo, as amended, vests KPST, acting through its Governing Board, with the powers and rights of a trustee of pension assets (Article 5.1). Article 5.2 provides, among other things, for the following powers:

• Conducting the selection process for asset managers and custodians or open-ended investment vehicles in accordance with applicable law.

• Preparing the annual budget for investments and operations.

• Entering into and implementing agreements with asset managers, custodians, accountants, auditors, legal advisers and other service providers to KPST.

• Requesting and receiving information from managers of open-ended investment vehicles, custodians and other service providers on all transactions conducted on KPST's behalf, including the exercise of voting rights attached to shares held by KPST.

• Establishing KPST's investment principles.

• Dismissing and replacing managers of open-ended investment vehicles, custodians and other KPST service providers.

• Transferring proceeds from individual pension savings accounts to annuity providers to purchase pensions for participants and beneficiaries, in accordance with the law.

• Entering into agreements to purchase, sell, lease or rent property or equipment required for KPST's operations.

• Employing executive and non-executive personnel.

• Entering into insurance agreements, including fiduciary liability insurance for Board members, with insurers licensed in Kosovo or in member countries of the Organisation for Economic Co-operation and Development.

• Setting reasonable annual, cost-based fees charged to each participant's account for administering individual accounts, subject to prior approval by the Assembly of the Republic of Kosovo.

• KPST maintains its sole head office in Prishtina. Services to contributors and pension beneficiaries are also provided through pension officers employed by the Tax Administration of Kosovo (TAK) at its six regional centres in Mitrovica, Peja, Gjakova, Gjilan, Prizren and Ferizaj.

3. Functions and Responsibilities

KPST employs experienced permanent staff responsible for receiving and processing contributions from employees and employers, and for providing guidance and technical support to contributors and other stakeholders.

Its operations are organised into the following main functions: investments; reporting and compliance; customer relations; finance; public relations; human resources; information technology; legal affairs; and internal audit.

The institutional structure is designed to ensure the efficient administration of individual accounts and contribution records, provide a broad range of customer services and keep the public informed about the implementation of the pension scheme.

Employers declare their pension contribution liabilities through TAK's online declaration system. They upload employee lists to the Electronic Declaration (EDI) platform, which then generates payment slips. Payments can be made through commercial banks or other authorised payment institutions in Kosovo.

Where employees have been correctly identified in the declaration and payment has been made in accordance with the applicable rules, contributions are normally credited to individual KPST pension savings accounts within three to five working days.

Contributions are invested in global financial markets to increase their value, while investment returns are allocated proportionately to individual accounts. To improve risk management, KPST began aligning investment risk with contributors' ages in February 2022 and established three investment portfolios in April 2024.

KPST charges annual fees on pension assets to finance the performance of its functions and responsibilities.

3.1 Governing Board

KPST is governed by an eight-member Governing Board: five members with at least ten years of experience in pensions or investments; two members experienced in representing employers and employees, respectively; and one non-voting representative of the Government of Kosovo.

The seven voting members are appointed by the Assembly of Kosovo for four-year terms and may be reappointed. If their terms expire before new members are appointed, the existing members' mandates may be extended for only 90 days.

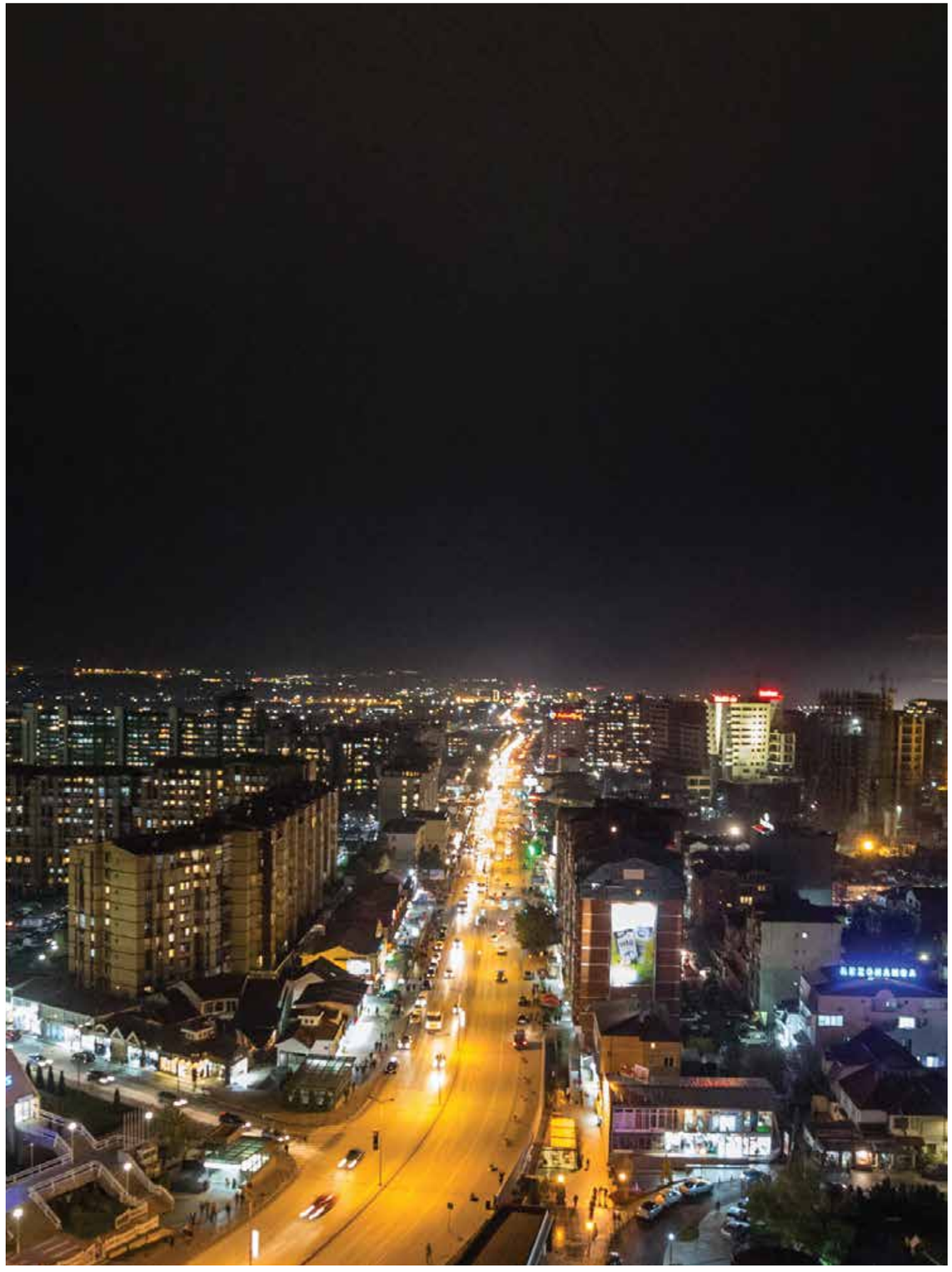
3.2 Administration

KPST's administration is led by Senior Management, comprising the Managing Director, Finance and IT, Operations and Investments.

Management seeks to recruit effective, skilled professionals of high integrity, recognising their contribution to institutional progress, a productive working environment, better services for contributors and, above all, the preservation of KPST's institutional integrity.

To achieve these objectives, the Board and Management support the continuous professional development and motivation of staff, enabling them to apply their knowledge and expertise to improve internal processes and customer services.





4. Activities

KPST's operational activities begin with the receipt of pension contributions from TAK. These contributions must be verified and reconciled against individual KPST accounts. Where discrepancies arise, or the required reports are missing, KPST coordinates with TAK and the relevant employers to obtain the information needed to reconcile paid contributions.

Along with the funds, TAK transmits contributor information to KPST's main account administration system. This information is also reflected in the accounts of contributors registered with eTrusti. Unreconciled amounts, or payments that do not qualify as contributions, are returned to TAK in accordance with applicable law.

Investing the assets under management is another core institutional activity. The Governing Board has delegated investment decision-making to its Investment Committee and the Management Board, supported by KPST's professional staff through analysis, data and specialised information.

Both investment and withdrawal processes require a series of administrative and decision-making steps. Most assets under management continue to be invested in international financial markets, because opportunities and the legal framework for investing a larger share in Kosovo remain limited. Nevertheless, KPST continues to express its interest in increasing domestic investment.

A third core activity is processing pension payments from KPST retirement accounts through the relevant banks in Kosovo. In addition to receiving retirement applications and executing payments, KPST negotiates agreements with banks for phased withdrawals on pension savings balances exceeding EUR 3,000 and provides information and assistance to contributors after they apply for retirement.

In addition to these activities, KPST's day-to-day responsibilities include maintaining systems and updating contributor information, ensuring data security and retention, delivering services, preparing regular reports, communicating with the public and responding to requests from institutions, the media, NGOs, students and individuals.

Transparency has been a core priority since KPST's establishment. Alongside statutory reporting, all significant information is published on the institution's website.

Since 2008, contributors have also been able to access their pension savings accounts online through the eTrusti portal. More than 378,000 contributors are now registered for the service. KPST has generally sought to expand digital processes and online services as a practical and cost-effective means of providing services and communicating.

These decisions have been taken with due consideration of digital data security risks. KPST employs modern digital service technologies and high security standards. Since late 2023, contributors have also been able to download their KPST account statements through eKosova under an agreement with the relevant Kosovo institutions.

KPST's activities are subject to daily oversight by its Internal Auditor, while the External Auditor and the Central Bank of Kosovo conduct quarterly, semi-annual and annual oversight activities.

The institution also reports to, and is overseen by, the Assembly's Committee for Financial Oversight and the Assembly itself through the review of annual management fees and consideration and approval of the annual plan and annual reports.

4.1 Collection of Pension Contributions

The collection of pension contributions and the associated reports is the statutory responsibility of TAK. KPST nevertheless works closely with TAK and individual employers to ensure that contribution records are accurate and complete.

Both the number of contributions and their total value have continued to grow since the institution's establishment. This reflects rising income levels, growth in the number of active contributors and greater awareness of the importance of making pension contributions regularly.

No major changes in monthly contribution payments are expected in 2027, based on contribution trends during the current year and prevailing payment levels.

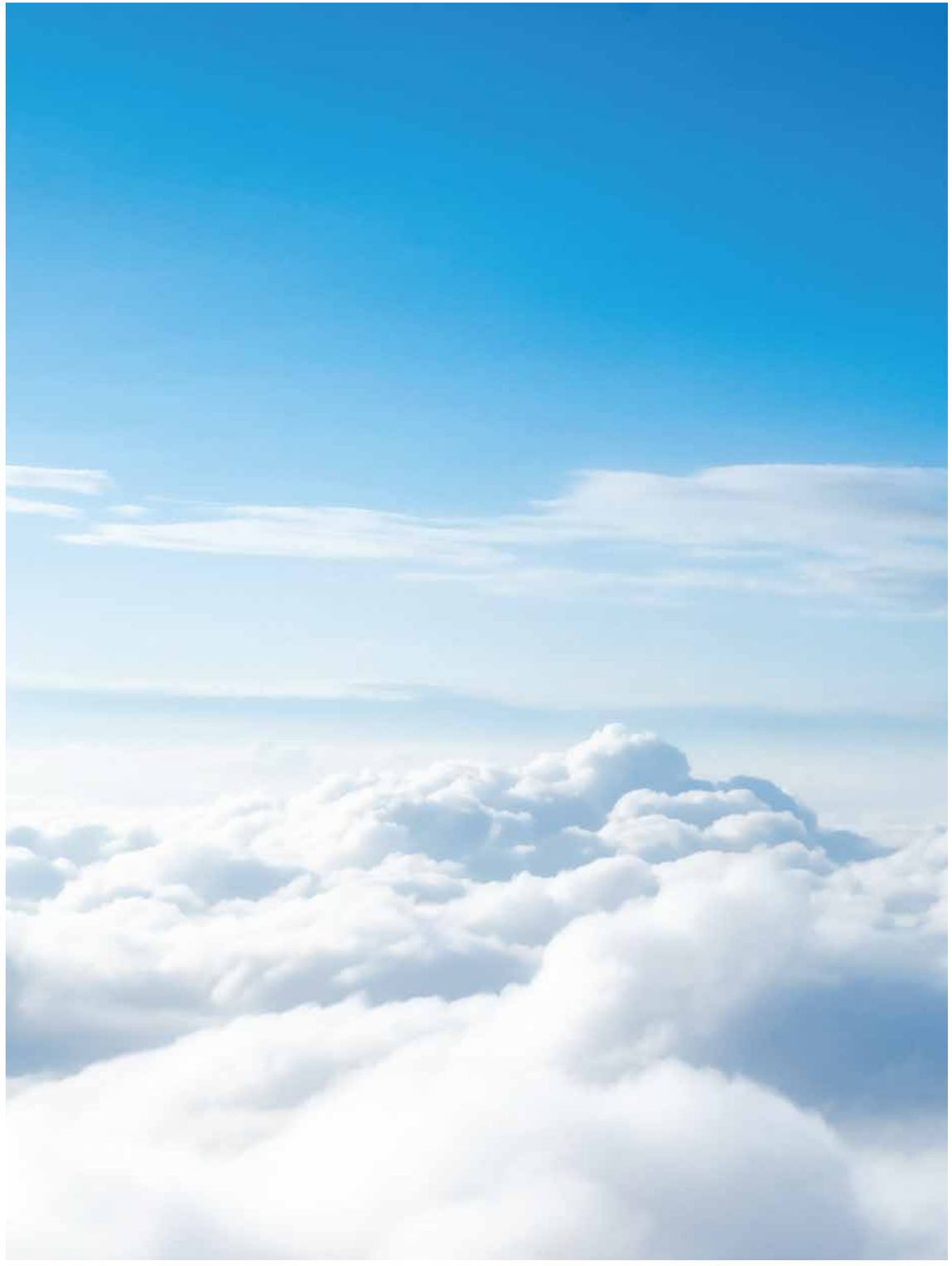
The following tables show the number of contributors and the amounts contributed over the past five years, together with new account openings and contributions in 2026.

Number of active contributors and value of pension contributions, 2021–2025

Period	Active contributors at year-end	New accounts during the year	Contributions during the year
2021	419,657	45,290	€213,450,809
2022	428,891	40,409	€241,462,429
2023	442,383	41,968	€286,181,346
2024	452,366	39,231	€315,807,132
2025	470,283	37,956	€364,281,055

New accounts and pension contributions by month, 2026

Period	New accounts during the month	Vlalue of new contributions
January	2,450	€34,191,695
February	2,925	€30,683,663
March	1,979	€38,347,685
April	2,563	€36,732,559
May	2,972	€36,118,527
June	3,527	€32,707,594
July	4,843	€39,506,037
August	3,342	€35,212,409



4.2 Investment of Pension Assets

KPST invests the assets under its management in accordance with the Statement of Investment Principles (SIP), Law No. 04/L-101 on Pension Funds of Kosovo, as amended by Laws No. 04/L-115, 04/L-168 and 05/L-116, and the relevant rules and regulations issued by the Central Bank of the Republic of Kosovo (CBK).

The SIP sets out guiding principles and policies that provide an objective, effective and transparent framework for consistent decision-making on pension asset investments.

The Governing Board reviews the SIP annually through the Investment Committee, and without delay whenever there is a material change in investment approach, objectives, constraints, risk tolerance, investment horizon or the age profile of participants.

KPST makes investment decisions solely in the best interests of participants, observing the following statutory priorities:

(1) safeguarding pension assets;
(2) diversifying investments;
(3) maximising investment returns consistent with asset safety; and
(4) maintaining adequate liquidity.

The Board seeks to ensure that KPST maintains:

(a) effective and efficient investment processes;
(b) appropriate expertise for investment analysis and investment activities more broadly; and
(c) rigorous management of investment and operating costs.

The Board also recognises that:
(a) KPST is a long-term investor;
(b) effective diversification is required across and within asset classes;
(c) although investment performance and benefits paid to participants are measured in euros, investments should not be restricted to euro-denominated assets; and
(d) maintaining participant confidence requires a prudent investment policy

The Governing Board has adopted a set of investment beliefs to provide an objective and transparent framework for consistent investment decisions. These beliefs guide the effective performance of all investment functions.

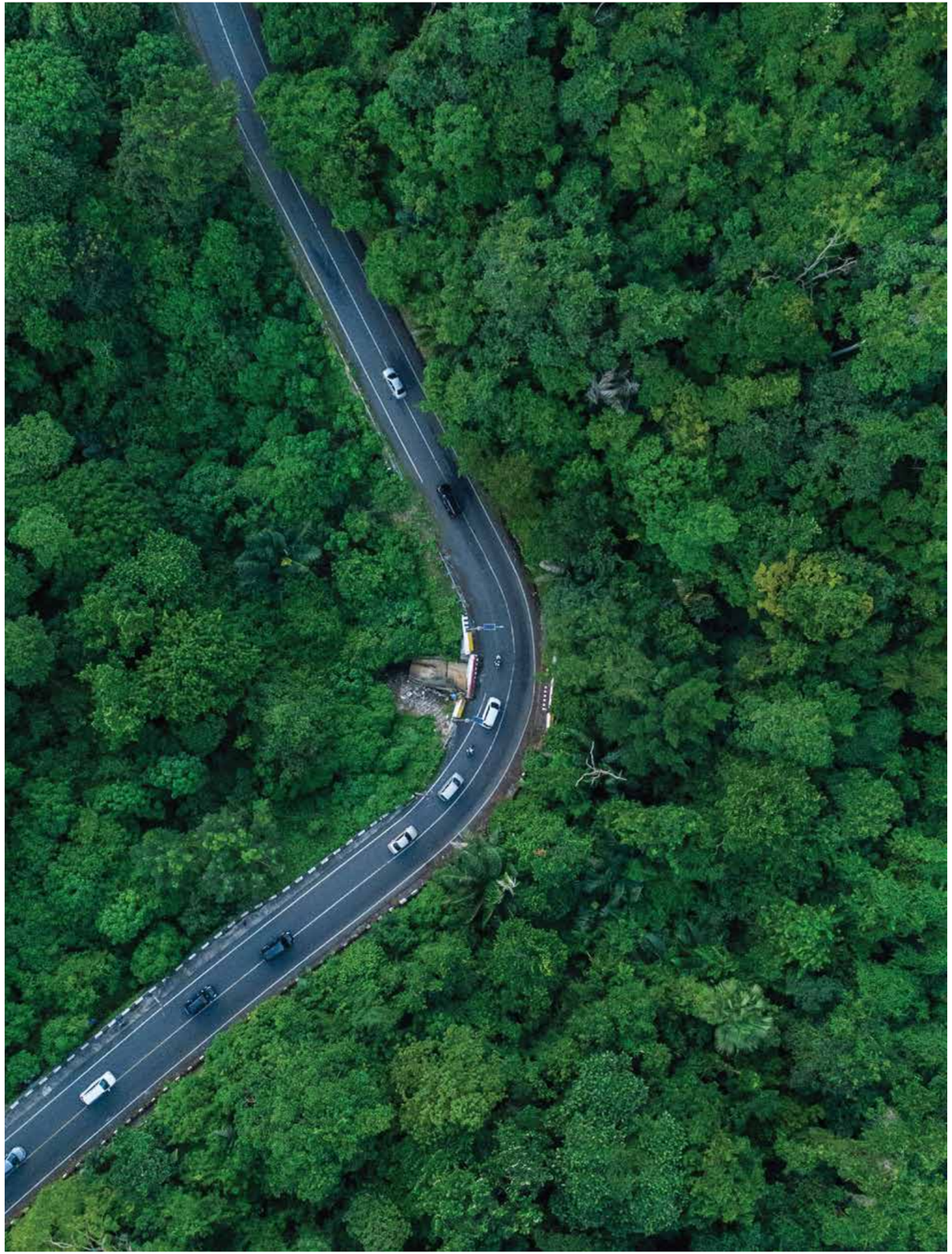
The Board's investment beliefs are as follows:

(a) KPST must assume investment risk to meet its investment objectives.
(b) Asset classes have different characteristics across markets and economic cycles. Over the long term, patient investors can earn higher returns from assets with higher expected returns and risks, particularly equities. KPST is well placed to benefit from this, given the age profile of its participants.
(c) Long-term performance matters much more than short-term market movements: market downturns generally recover over time and can create additional investment opportunities.
(d) Asset allocation is a key determinant of long-term investment performance.
(e) Diversification is an important tool for managing investment risk and returns.
(f) Passive index funds generally provide lower-cost exposure to an asset class and often achieve better long-term performance.
(g) Active management offers different approaches to investing within an asset class, broadening diversification opportunities.
(h) Actively managed funds investing in one or more asset classes may generate consistent returns with lower volatility through dynamic selection, market positioning and/or risk management.
(i) A well-governed, adequately resourced in-house investment function with the necessary expertise can contribute to stronger long-term outcomes.

The full Statement of Investment Principles is available at: https://trusti.org/sq/investimet/deklarata-e-parimeve/

Investments by investment fund and placements in Kosovo – Standard Portfolio, as of 31 August 2026:

Investment fund / Institution	Investment amount	% of investment	Asset class/Strategy
Vanguard GSIF	€893,885,682	24.5%	Equities – Passive/Growth
Invesco S&P500 Eur Hedg ETF	€287,202,084	7.9%	
iShare MSCI Eur Value ETF	€138,895,982	3.8%	
Vanguard Value ETF	€88,060,039	2.4%	
iShares MSCI EM UCITS ETF	€83,118,337	2.3%	
Amundi MSCI Eu QualFact	€77,493,540	2.1%	
iShares Core FTSE 100 UCITS ETF	€52,029,957	1.4%	
Amundi MSCI Japan ETF	€50,201,610	1.4%	
UBS Core SPI ETF	€41,120,698	1.1%	
SPDR SP Eur Div Aristocrats ETF	€39,797,888	1.1%	
SPDR Russell 2000 US SmlCp ETF	€37,027,080	1.0%	
Schroder Global Equity Alpha	€131,226,046	3.6%	Equities – Active/Growth
Nordea GSE	€115,153,476	3.2%	
Schroders Sustainable Growth	€100,313,341	2.8%	
JPM Global Select Equity €H	€96,174,857	2.6%	
iShares Listed Private Equity	€33,997,695	0.9%	Equities – Thematic/Growth
BNP Healthcare Innovators	€32,527,273	0.9%	
VanEck Defense ETF	€28,725,836	0.9%	
Future of Defence ETF		0.8%	
iShare US Infr ETF	€105,988,713	2.9%	Real assets / Stability
GlobalX US Infr ETF	€79,266,892	2.2%	
Global X Data Center & Digital Infrastructure ETF	€46,673,097	1.3%	
iShare Resid. M-Factor R. Estate ETF	€31,349,134	0.9%	
iShares U.S. Digital Infrastructure and Real Estate	€19,960,758	0.5%	
Schroder ISF Global MA Bal	€149,422,332	4.1%	Multi-asset / Stability
Allianz Dynamic Multi Asset	€97,647,525	2.7%	
Blackrock Global Allocation	€93,735,475	2.6%	
Afatizim bankar	€193,378,62	5.3%	Term deposits / Stability
Kosovo Government Bonds	€110,546,591	3.0%	Kosovo Treasury bonds/ Stability
Austrian Government Bonds	€32,278,060	0.9%	Investment-grade bonds/ Stability
French Government Bonds	€31,434,257	0.9%	
Italian Government Bonds	€30,043,767	0.8%	
Amundi Smart Overnight Return ETF	€102,396,721	2.8%	Cash / Tactical
Amundi Euro Liquidity	€145,659,876	4.0%	Money market / Liquidity
Cash at Banks	€16,410,280	0.5%	Cash/Likuidite
Total	€3,645,541,760	100%	



Investments by investment fund and placements in Kosovo – Balanced Portfolio, as at 31 August 2026:

Investment fund / Institution	Investment amount	% of investment	Asset Class/Strategy
Vanguard GSIF	€83,968,609	16.8%	Equities – Passive/Growth
Invesco S&P500 Eur Hedg ETF	€51,445,749	10.3%	
Amundi MSCI Japan ETF	€15,524,237	3.1%	
iShare MSCI Eur Value ET	€15,139,168	3.0%	
iShares MSCI EM UCITS ETF	€9,557,166	1.9%	
iShares Core FTSE 100 UCITS ETF	€9,052,863	1.8%	
UBS Core SPI ETF	€5,140,087	1.0%	
Nordea GSE	€22,186,165	4.4%	Equities – Active/Growth
Schroder Global Equity Alpha	€20,238,365	4.1%	
JPM Global Select Equity €H	€18,652,093	3.7%	
Schroders Sustainable Growth	€18,032,911	3.6%	
BNP Healthcare Innovators	€4,984,344	1.0%	Equities – Thematic/Growth
Future of Defence ETF	€4,752,312	1.0%	
VanEck Defense ETF	€4,575,084	0.9%	
iShare Resid. M-Factor R. Estate ETF	€7,791,951	1.6%	Real assets/Stability
Global X Data Center & Digital Infrastructure ETF	€4,325,043	0.9%	
iShare US Infr ETF	€4,212,396	0.8%	
Schroder ISF Global MA Bal	€18,645,475	3.7%	Multi-asset/Stability
Allianz Dynamic Multi Asset	€9,115,472	1.8%	
Blackrock Global Allocation	€7,704,732	1.5%	
Bank Term Deposit	€56,682,388	11.4%	Term deposits / Stability
Kosovo Government Bonds	€101,135,709	20.3%	Kosovo Treasury Bonds /Stability
Amundi 3M-I	€3,855,347	0.8%	Money market / Liquidity
Cash held at banks	€2,317,589	0.5%	Cash/Liquidity
Total	€499,035,255	100%	

Investments by investment fund and placements in Kosovo – Conservative Portfolio, as at 31 August 2026:

Investment fund / Institution	Amount of investment	% of investment	Asset Class / Strategy
Kosovo Government Bonds	€163,522,854	82.9%	Kosovo Treasury bonds/ Stability
Bank Term Deposit	€18,600,293	9.4%	Term Deposits / Stability
Amundi Euro Liquidity	€14,114,590	7.2%	Money market / Liquidity
Cash held at banks	€1,107,808	0.6%	Cash / Liquidity
Total	€197,345,546	100%	

4.3 Retirement of Contributors

Under applicable legislation, contributors may apply to withdraw their pension savings from KPST in the following circumstances:

1. **Old-age retirement** (upon reaching the age of 65);
2. **Disability retirement** (in cases of temporary or permanent loss of capacity to work);
3. **Inheritance of pension savings** (following the death of a contributor).

In addition, the legislation permits foreign nationals who have contributed to KPST to withdraw their savings before reaching retirement age..

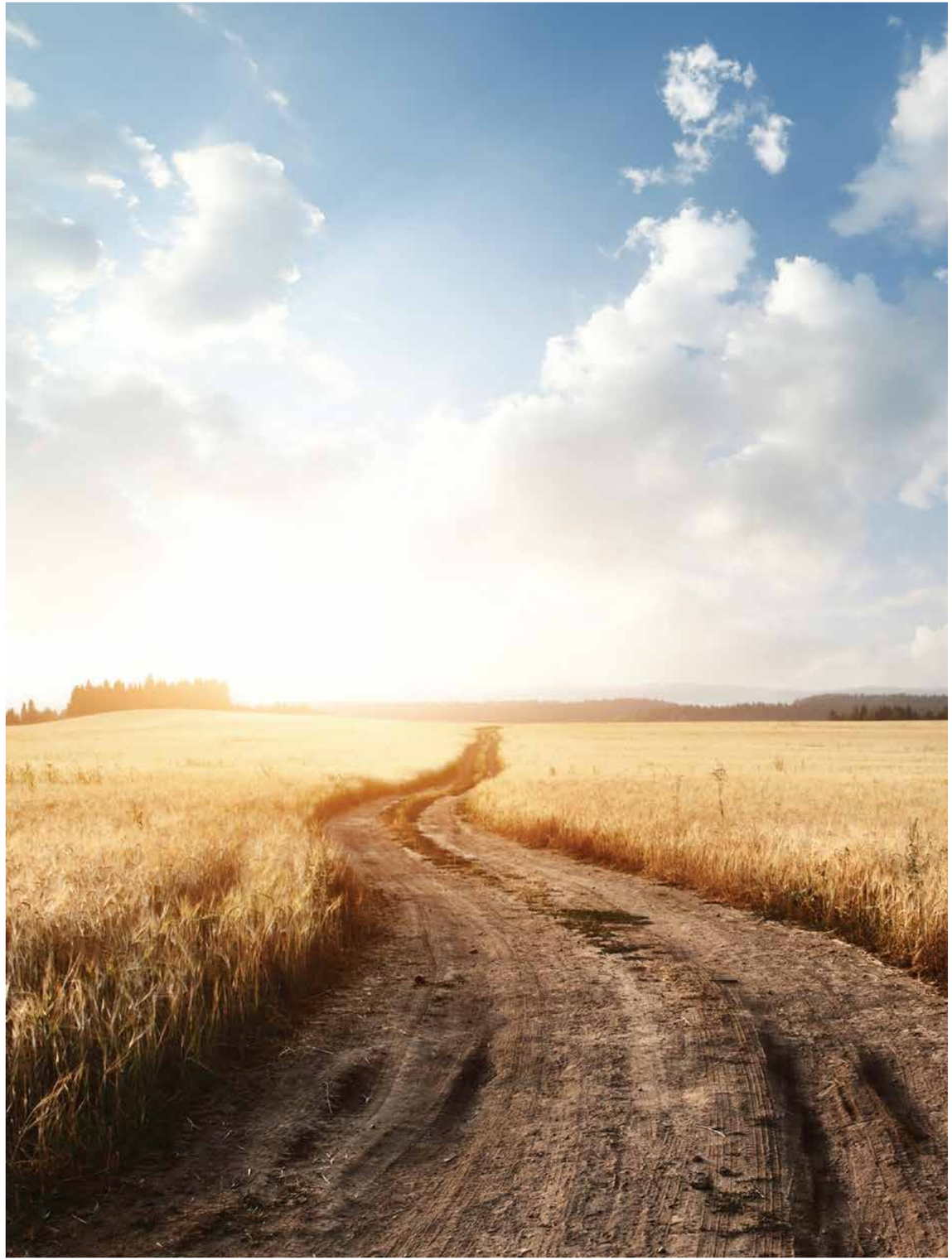
The following tables present the monthly number of contributors who retired and the amounts withdrawn during 2026, based on the information available when this report was prepared.

Number of contributors retiring in 2026, by month and amount withdrawn:

Period	Number of retirees	Amount withdrawn
January	753	€7,432,479
February	800	€7,705,946
March	824	€9,066,082
April	814	€8,271,014
May	765	€9,089,367
June	714	€7,530,888
July	465	€7,523,736
August	637	€7,177,306

Pension beneficiaries by benefit category:

Period	Old-age retirement	Survivor benefits (deceased contributors)	Disability retirement	Foreign nationals
January	581	64	105	3
February	622	84	91	3
March	660	75	86	3
April	621	93	99	1
May	608	65	91	1
June	567	72	69	6
July	561	81	111	12
August	494	84	58	1



5. Key Objectives for 2027

Through its decision-making bodies and staff, and in line with the Governing Board's priorities, KPST has established its principal development objectives for 2027. These support the institution's mission, long-term ambitions and core values.

The main annual objectives for 2027 are:
5.1 Investment of pension assets.
5.2 Strengthening the professional capacity of the Investment Unit.
5.3 Maintaining high-quality customer service.
5.4 Continuing implementation of the public relations plan.
5.5 Further development and improvement of IT infrastructure.
5.6 Filling all permanent staff positions.

5.1 Investment of pension assets

KPST will invest pension assets in accordance with the Statement of Investment Principles (SIP), effective from 1 April 2024 and subsequently amended. The SIP is based on Law No. 04/L-101 on Pension Funds of Kosovo, as amended by Laws No. 04/L-115, 04/L-168 and 05/L-116, together with the applicable rules and regulations of the Central Bank of the Republic of Kosovo (CBK).

Implementation of the SIP begins with the Investment Unit, proceeds through the Management Board and is confirmed by the Governing Board's Investment Committee. As planned, KPST introduced three investment portfolios in April 2024:
(1) Standard Portfolio, ages 15–57;
(2) Balanced Portfolio, ages 58–62; and
(3) Conservative Portfolio, ages 63 and above.

This age-based allocation of contributors, intended to improve investment risk management, will remain in place throughout 2027.

5.2 Strengthening the professional capacity of the Investment Unit

In 2026, the Investment Unit strengthened its staffing and capacity to provide investment analysis and professional recommendations to the Management Board, Investment Committee and Governing Board.

During 2027, the Unit will continue developing staff expertise through international investment-related activities and training, strengthening its capacity to respond to ongoing changes in global financial markets. The Unit also aims to expand its analysis across asset classes, geographical regions and investment sectors to support the optimisation of portfolio exposures.

5.3 Maintaining customer service

The introduction of age-based investment portfolios, completed in April 2024, has continued to generate interest among contributors, including throughout 2026.

In 2025, KPST also began offering online applications for old-age and disability retirement through eTrusti. The service attracted immediate interest, underscoring the need for its continued provision and maintenance. In 2027, particular attention will be given to ensuring that the service remains secure and easily accessible online.

As part of ongoing service improvements, KPST expanded the number of partner banks offering phased pension withdrawals in 2025 - 2026. This gives retirees greater choice and convenience, alongside the benefits offered by participating banks. KPST will continue these efforts, with the ultimate aim of making the service available through all banks in Kosovo.

5.4 Continuing implementation of the public relations plan

The Public Relations Unit has initiated the redesign of KPST's official website. This work is expected to be completed in the first half of 2027.

KPST has continued its regular publications and communications, primarily through its official website and its Facebook and LinkedIn accounts, which serve broad public and professional audiences.

5.5 Further development and improvement of IT infrastructure

KPST recognises the essential role of information and communication technology and seeks to keep pace with technological developments, particularly in information security and the implementation of efficient, secure solutions.

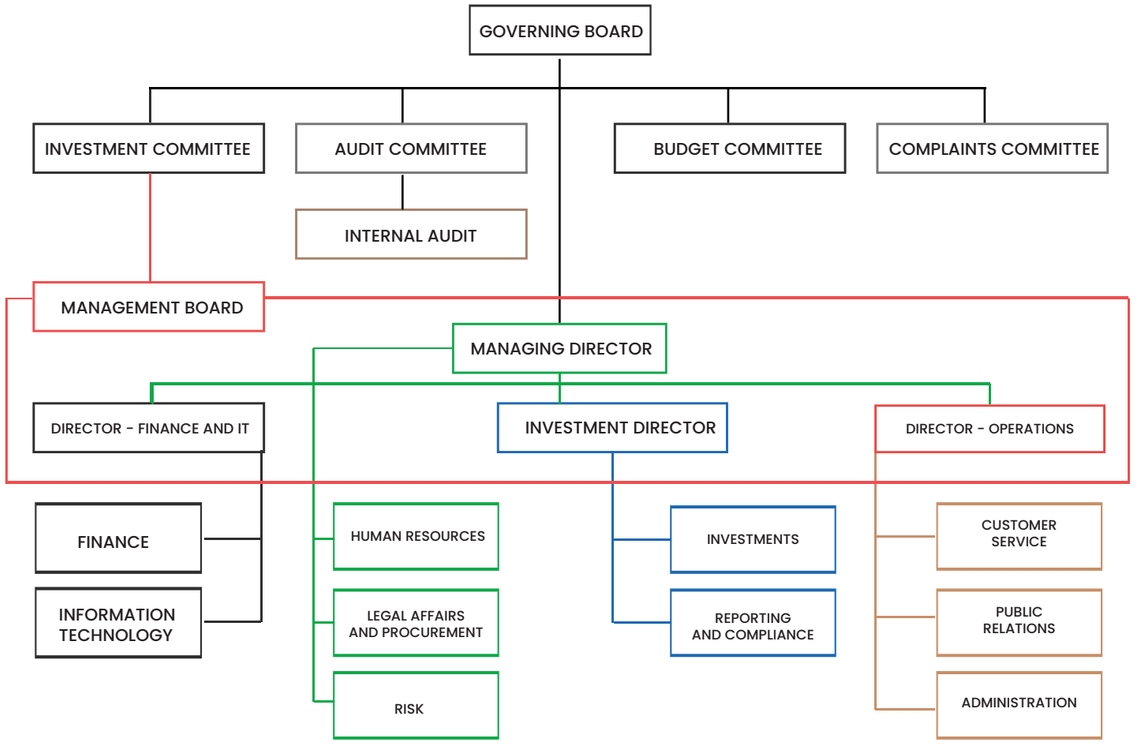
KPST's IT priorities therefore include:

- Implementing comprehensive changes to IT policies and procedures in line with the 2024–2027 Strategy;
- Enhancing systems to strengthen cybersecurity;
- Renewing hardware, including staff computers, under the five-year replacement plan;
- Improving document management processes;
- Periodically testing disaster recovery arrangements under the Business Continuity Plan;
- Continuously monitoring data security and protection;
- Maintaining the Individual Pension Savings Account (IPSA) management software;
- Implementing feasible recommendations from audits and inspections; and
- Providing professional IT staff training, with an emphasis on information systems security.

5.6 Filling all permanent staff positions

Any vacancies arising from staff departures, as well as new permanent positions established before the end of the current year, will be filled as promptly as possible during 2027. The objective is to ensure that KPST maintains a fully staffed and operational organisational structure aligned with its needs.

6.KPST Organisational Structure



7. Organisational Units and Responsibilities

KPST's administration is led by Senior Management, comprising the Managing Director and three Directors. Other staff work across nine organisational units, as outlined below.

1. INVESTMENT UNIT
Assesses developments in financial markets and the global macroeconomic outlook. Analyses asset allocation and makes investment recommendations to the Management Board for KPST's portfolios in accordance with the SIP. Prepares assessments for the engagement of asset managers and monitors their performance. Executes transactions in tradable financial instruments.

2. REPORTING AND COMPLIANCE UNIT
Prepares periodic reports for the Governing Board and the regulator on the compliance of KPST investments. Manages the establishment of relationships with asset managers and correspondence relating to management fees and periodic documentation.

3. INFORMATION TECHNOLOGY UNIT
Ensures that the entire IT infrastructure operates continuously and reliably. Manages hardware, software, licences, internal and external networks, network and data security, and data storage and backups. Maintains the disaster recovery plan and tests it regularly.

4. CUSTOMER SERVICE UNIT
Provides services to contributors, including information on individual accounts, pension contributions and account balances. Advises contributors on retirement and assists with applications to withdraw pension savings. Maintains relationships with employers to improve contribution data and facilitate reconciliation to individual accounts. Supports contributors throughout the saving period and at retirement.

5. FINANCE AND ACCOUNTING UNIT
Processes all financial transactions, including investments in and withdrawals from financial markets, and maintains accounting records for pension assets and KPST operations. Calculates the daily unit price for each of the three portfolios and prepares financial statements, monthly and quarterly reports and other reports required by the Board, the regulator and the Assembly. It also communicates with asset managers.

6. PUBLIC RELATIONS UNIT
Manages the institution's communication with the media, the public and other institutions; organises interviews and press conferences; prepares the annual report and quarterly newsletter; and administers KPST's website and social media accounts. The Unit Manager acts as spokesperson when authorised. The Unit also prepares reports on access to public documents and the annual performance plan, coordinates and supports document translation, manages written correspondence with contributors (through info@trusti.org and ankesa@trusti.org), and authorises eTrusti accounts.

7. HUMAN RESOURCES UNIT
Maintains staff attendance and working-time records, prepares payroll and other compensation records, and manages petty cash. Also handles office supplies, maintenance and security; institutional records management and archiving; and logistical support for staff and Board meetings and travel in Kosovo and abroad.

8. INTERNAL AUDIT UNIT
Provides assurance to the Board that management, administration and processes comply with internal procedures, CBK regulations and applicable laws. Assesses the effectiveness and adequacy of KPST's systems and internal controls through regular quarterly audits and recommends corrective measures. Audit reports are reviewed by the Audit Committee and the Governing Board.

9. LEGAL UNIT
Assesses institutional compliance with applicable legislation, assists in drafting contracts and agreements, issues legal opinions and represents KPST in court proceedings. The Legal Officer also serves as Secretary to the Governing Board.



8. ACTION PLAN MATRIX FOR 2027

Nr.	Activity	MONTHS 1	2	3	4	5	6	7	8	9	10	11	12
1.	Receipt and reconciliation of pension contributions												
2.	Return of unreconciled funds to TAK												
3.	Investment transactions (additions, reallocations and withdrawals)												
4.	Monthly pension payments												
5.	Maintenance of the individual account management system (IPSA)												
6.	Ongoing investment assessment and analysis												
7.	Remote customer service (eTrusti, website, email and telephone)												
8.	Updating the KPST website												
9.	Submission and publication of quarterly reports (CBK, Assembly and website)												
10.	Regular Governing Board meetings												
11.	Preparation of the 2026 Annual Report and submission to the Assembly												
12.	Annual press conference and/or press release												
13.	Annual budget review												
14.	Preparation and submission of annual fees, budget and plan to the Assembly												
15.	External audit of financial statements												
16.	Annual CBK inspection												
17.	IT audit												
18.	Reimbursement of contributors following the 10% withdrawal												
19.	Implementation of the public relations operational plan												
20.	Preparation and distribution of annual account statements (post and email)												
21.	Annual disaster recovery plan test												

9.Revenue Forecast and Plan for 2027

KPST's activities are financed through reasonable, cost-based fees charged to contributors' individual pension savings accounts to cover pension asset investment costs and KPST's operating expenses.
Article 2.1 of Law No. 04/L-168 amending and supplementing Law No. 04/L-101 provides that:

"The Assembly of Kosovo determines the investment and operational fees each calendar year on the basis of KPST's request, which must specify all projected expenditures for the period concerned".

Under Articles 4.15 and 5.2(j) of Law No. 04/L-101, the Governing Board is empowered to approve KPST's budget and has accordingly approved the budget for 2027.

The proposed fees to finance KPST's operational and investment expenses depend, among other factors, on new contributions, withdrawals of savings (including on retirement) and the level of assets under management during the year.

On the basis of current estimates, the projections for 2027 are:

- Opening net assets under management: EUR 4,411 million.
- Contributions collected: EUR 432 million.
- Withdrawals of savings: EUR 102 million.
- Closing net assets under management: EUR 4,741 million.
- Average net assets under management: approximately EUR 4,576million.

Based on these projections, the Governing Board has approved a 2027 operating budget of EUR 2,138,200 which is EUR 146,000 higher than the previous year (2026 comparative figure of EUR 1,992,200).

The proposed operational fee for 2027 is 0.043% of assets, down from the current rate of 0.047%.
Projected investment expenses primarily depend on the anticipated allocation of assets among investment funds during 2027 and the fees charged by their managers.

Taking these factors into account, along with expected international transfer and custody costs, the weighted average investment expense is projected at approximately 0.25% of average assets for the year. This is below the 2026 comparative rate of 0.30%. In nominal terms, investment fees are projected to generate EUR 11,452,576 in revenue in 2027.

Recommendation to the Assembly

In light of the above, the KPST Governing Board has recommended that the Assembly of the Republic of Kosovo approve the following annual fees for 2027:
1. Investment fee: 0.25% of assets.
2. Operational fee: 0.043% of assets.

Under this recommendation, total fees charged on pension assets would decline from the current 0.347% to 0.293% in 2027, the lowest level since KPST's establishment.

