

# Annual Report

## 2025 | CHANGE RUNS ON RENEWABLES

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## How to read this report

Neste's Annual Report 2025 consists of the Annual review, Governance, Review by the Board of Directors and Financial statements. This report covers the period from 1 January 2025 to 31 December 2025.

The Review by the Board of Directors within this report includes Neste's Sustainability statement prepared in accordance with the CSRD and ESRS.

To complement the Sustainability statement, the Annual review includes additional relevant sustainability topics and describes Neste's sustainability work in 2025.

Sustainability indicators and metrics are collected under Neste's Sustainability data package.

**Throughout this report, the following icons are used to indicate links to supplementary information:**

 Sustainability statement in the Review by the Board of Directors

 Sustainability data package in the Annual review

 Information on Neste's website

 Information in the Annual Report



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# Annual review

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Revenue

**19,016 MEUR**

**1,683 MEUR**

Comparable  
EBITDA

Our 2026 dividend  
proposal is

**0.2 EUR** per  
share

**296** Safe  
days

Average number  
of personnel

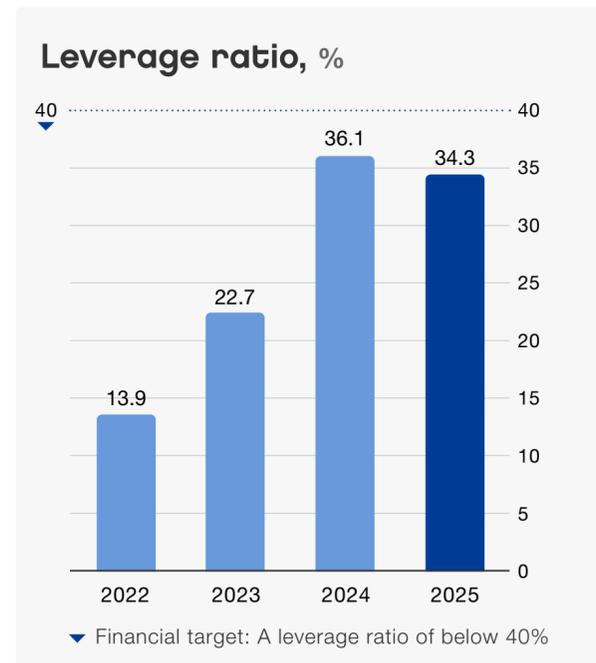
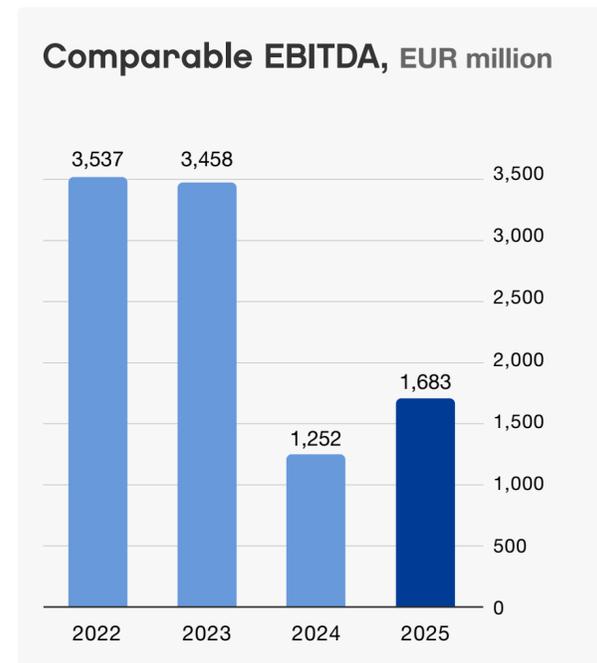
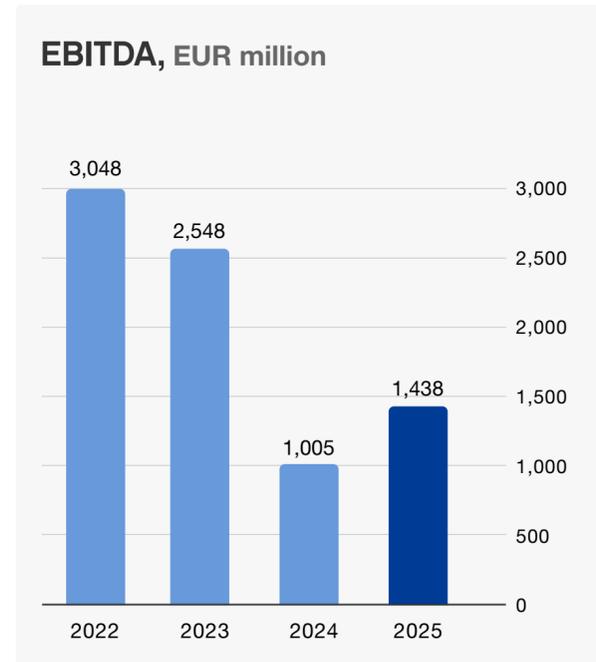
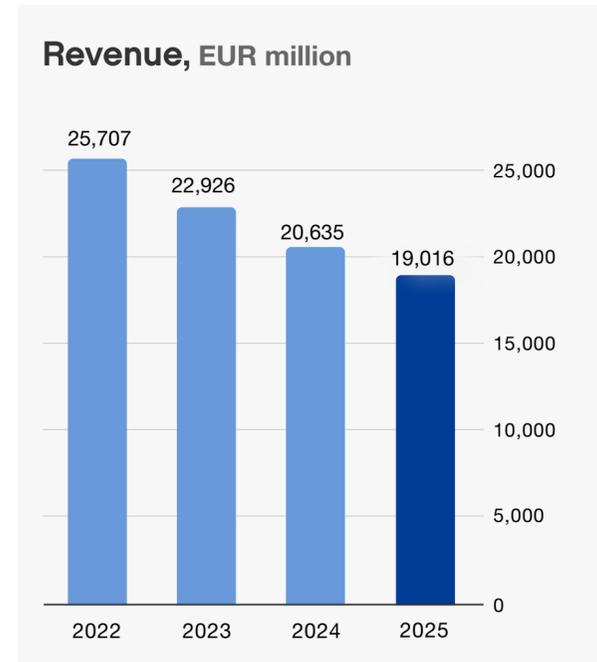
**5,214**

Our renewable products helped  
reduce greenhouse gas emissions by

**14.2 MtCO<sub>2</sub>e**

Neste is the world's leading producer of renewable diesel and sustainable aviation fuel (SAF), with production on three continents. The company's renewables production capacity is expected to reach 6.8 million tons annually in 2027. Neste also produces high-quality oil products at its Porvoo refinery in Finland. The company has a network of nearly 1,000 fuel stations with expanding service offering, such as EV charging, in Finland and in the Baltics. Neste's strategy focuses on growth in renewable fuels, which help its customers to reduce their greenhouse gas emissions.

# Key Figures 2025



## Financial targets

**EBITDA**  
**EUR 350 million**  
 run rate improvement  
 by the end of 2026

**Leverage**  
**< 40%**  
 maintaining our  
 investment grade  
 credit rating

On 13 February 2025,  
 Neste announced updated financial targets for 2025–2026

# CEO's review

## Delivering on performance improvement

The year 2025 marked a turning point for Neste. The beginning of the year was challenging, and we launched a group-wide performance improvement program, which we implemented determinedly throughout the year. This work paid off, and our financial performance improved significantly toward the end of 2025.

I am pleased to say that 2025 marked an important turning point for Neste, and we succeeded in improving our financial performance. The beginning of the year was challenging for us in many ways, amid depressed oil and renewable products markets. To change course, we decisively initiated a group-wide performance improvement program, including a clear focus and strict capital discipline.

### **Performance improvement program progressed well**

Our full-year 2025 comparable EBITDA reached EUR 1,683 million, compared to EUR 1,252 million in 2024. As a result of disciplined execution, our performance improvement program managed to deliver a EUR 376 million EBITDA run rate improvement in 2025. I am proud of this achievement, as we exceeded our target of a EUR 350 million EBITDA run rate improvement one year ahead of the original timeline of the end of 2026. During 2025, we managed to streamline our operations and improve our cost competitiveness. The program continues in 2026 and we still have a lot to do, but our operational efficiency and financial position have improved significantly.

I am also pleased that our free cash flow improved significantly to EUR 759 million, driven by improved business performance, tight working capital management and the successful execution of the performance improvement program. This decreased our leverage ratio to 34.3%, well below our financial target of 40%. Neste's Board of Directors proposes that a dividend of EUR 0.20 per share to be distributed for 2025 (0.20 euros in 2024).

### **Solid results in all business areas**

In 2025, all our business areas took decisive action to improve performance and succeeded in this. During the first half of the year, we implemented organizational changes to support this work.

In Renewable Products, our full-year comparable sales margin was USD 411/ton, and the segment's comparable EBITDA improved to EUR 764 million, compared to EUR 514 million in 2024. The renewable diesel market improved toward the end of the year. Encouragingly, we are seeing favorable regulatory developments and increasing demand for renewable fuels in Europe.





In Oil Products, the full-year total refining margin was USD 14.0/bbl, and comparable EBITDA increased to EUR 808 million, compared to EUR 633 million in 2024. I was particularly pleased with the high refinery utilization rate, as it was key to capturing the opportunities offered by the spike in the middle distillate market.

In Marketing & Services, thanks to good operational performance, our comparable EBITDA for the full year reached EUR 111 million, compared to EUR 101 million in 2024.

Safety continues to be our top priority. In 2025, our full-year Total Recordable Incident Frequency (TRIF) was 2.1, improving from 2.2 in 2024. However, this did not meet our target. In contrast, our Process Safety Event Rate (PSER) achieved a record level of 0.9, compared to 1.3 in 2024. We will continue to focus on safety, which is particularly important during the intensive phase of the Rotterdam investment project and the major Porvoo turnaround in 2026.

### **Rotterdam growth project proceeds**

As the world's leading producer of renewable diesel and sustainable aviation fuel (SAF), we refine renewable products on three continents, and our current nameplate capacity of renewable and circular products is 5.5 million tons per year.

Our strategic investment project in Rotterdam proceeded throughout 2025. When completed, the expanded refinery will be optimally positioned to support the growing European renewables market. The investment will increase Neste's total renewables annual nameplate production capacity to 6.8Mt.

The coming decades will necessitate a significant reduction in the use of fossil energy sources. Neste is well positioned to address this challenge, offering solutions with a lower climate impact for even hard-to-abate sectors like aviation. Our long-term business fundamentals therefore remain strong.



We set ambitious targets for improving our results and reaching Neste's Full potential. I have been impressed by how determinedly the Neste team around me has taken on this challenge. The journey continues, and we still have some way to go, but we reached an important milestone in 2025, as we were able to deliver a financial turnaround.

### **Performance improvement continues**

I took on the position of President and CEO of Neste in October 2024. We set ambitious targets for improving our results and reaching Neste's full potential. I have been impressed by how determinedly the Neste team around me has taken on this challenge. The journey continues, and we still have some way to go, but we reached an important milestone in 2025, as we were able to deliver a financial turnaround. There are many uncertainties associated with global economic development and geopolitics, but we have a good grasp of the issues that we ourselves can influence.

I want to thank all Neste employees around the world warmly for their hard work, focus on our strategic priorities and systematic implementation of our performance improvement program in 2025. We are now operationally stronger, strategically more focused and better prepared to continue leading the growth in renewable fuels. I am extremely proud of our joint achievements.

I also want to thank all our shareholders, customers and other stakeholders for the good cooperation, and I look forward to the exciting journey ahead of us!

# Strategy

At Neste, we are committed to strengthening our position as the world's leading producer of renewable diesel and sustainable aviation fuel (SAF). Through our performance improvement program, we intend to be even more competitive.

Neste's strategy has long been based on leveraging our technological capabilities in utilizing low-quality and difficult-to-refine raw materials to produce high-quality transportation fuels. Today, we are the world's leading producer of renewable diesel and SAF, enabling our business customers and consumers to reduce their greenhouse gas emissions.

Neste continues to drive growth in renewable fuels, targeting market leadership, cost competitiveness and technological advantage. Our Marketing & Services and Oil Products business areas play an important role as cash generators, enabling growth in renewables. As the world seeks to mitigate climate change and shift away from fossil fuels, the market for lower-climate-impact fuels will grow. Hard-to-abate industries such as aviation are heavily dependent on drop-in solutions like SAF that are available today.

In 2025–2026, we are focusing on our defined priorities as part of the two-year performance improvement program, aiming to extract the full potential from our existing refineries and the Rotterdam refinery expansion. Following the completion of the refinery expansion, we will prepare for the next growth steps, focusing on selected development initiatives.

We want to improve operational efficiency throughout the company, focusing on safety and reliability, while continuing our efforts to broaden the raw material base and to develop scalable and cost-efficient production technologies in renewables. Our key source of competitive advantage stems from flexibility in many areas: global raw material sourcing and unique pretreatment capabilities; the ability to switch between renewable diesel and SAF based on market needs; and local market expertise combined with global scale, allowing us to optimize our commercial operations.

While the market environment has been challenging, we are committed to further strengthening our position as the world's leading producer of renewable diesel and SAF. With unique scale and global operations, Neste is well positioned to create value in the future.

## Neste's priorities



## Our businesses

Neste has three business areas: Renewable Products, Oil Products and Marketing & Services. We provide renewable and Fossil Fuels for transportation, aviation, marine and industrial uses, as well as renewable and circular solutions for the polymers and chemicals industries. Neste has an extensive network of nearly 1,000 Fuel stations with expanding service offering, such as EV charging, in Finland and in the Baltics.





## Renewable Products business area

Neste's Renewable Products business area focuses on the production and sales of Neste's renewable fuels to help customers reduce their GHG emissions in road transport, aviation and other sectors.

### Renewable diesel: Solution for reducing climate impact of road transport and other sectors

Neste's renewable diesel helps businesses and consumers reduce their greenhouse gas emissions by replacing fossil diesel with renewable diesel. We partner with a diverse range of customers—from transportation companies, data centers, retailers and municipalities to leaders in mining, marine, construction and railways.

Neste MY Renewable Diesel™ is made from renewable raw materials. It is a high-quality drop-in fuel, which means it can be used in existing diesel engines and fueling infrastructures without any modifications to these. With the use of Neste-produced renewable diesel, greenhouse gas (GHG) emissions were reduced in 2025 by 80%<sup>1)</sup> on average when emissions over the life cycle of the fuel were compared with fossil diesel.

Neste MY Renewable Diesel is available for customers at over 900 fuel stations in Belgium, Denmark, Estonia, Finland, France, Germany, Latvia, Lithuania, the Netherlands, Sweden and in the US.

## Examples of partnerships and progress in 2025

### Helping customers to reduce their GHG emissions

- Strengthening collaboration with DHL to evaluate how Neste's renewable solutions, including renewable diesel, can support DHL in reducing its logistics-related GHG emissions.
- Collaborating with DB Schenker to reduce its land transportation related GHG emissions in Asia-Pacific by using Neste MY Renewable Diesel.
- Neste MY Renewable Diesel successfully tested by Rio Tinto in iron ore operations in Australia.

### Collaborating across the value chain to enable the shift to renewable diesel

- Introducing Neste MY Renewable Diesel to the Italian market in collaboration with Firmin.
- For the first time, Neste together with KPI OceanConnect and Global Energy enabled the supply of Neste MY Renewable Diesel to the marine sector in Singapore.
- Participating in the Tour d'Europe initiative demonstrating the availability and potential of renewable fuels.

<sup>1)</sup> Average for volumes sold in Europe, Asia-Pacific and in North America in 2025, using calculation methods EU RED III (revised RED EU/2018/2001) and US California LCFS. The GHG emission reduction varies depending on the region-specific legislation that provides the methodology for the calculations, as well as the raw material mix used to manufacture the product for each market each year.



### Sustainable aviation fuel (SAF): Solution for reducing climate impact of aviation

Neste-produced sustainable aviation fuel (SAF) enables the aviation industry to reduce the greenhouse gas emissions of air travel and transportation by replacing fossil jet fuel. Today, Neste's global SAF production capability is 1.5 million tons per annum, and it is set to grow to 2.2 million tons per annum in 2027.

**Neste MY Sustainable Aviation Fuel™** (Neste MY SAF) is made from renewable waste and residue raw materials, such as used cooking oil and animal fat waste. With the use of Neste-produced SAF, greenhouse gas (GHG) emissions were reduced in 2025 by 86%<sup>1)</sup> on average when emissions over the life cycle of the fuel were compared with fossil jet fuel. With the use of Neste MY SAF instead of conventional jet fuel, also the so-called non-CO<sub>2</sub> impact of aviation, such as contrail formation, can be reduced<sup>2)</sup>. The fuel is certified for commercial use and can be used as a drop-in solution, as it is compatible with existing aircraft engines and airport fueling infrastructure, requiring no additional investment into these.

We are actively working with partners in the aviation fuel supply chain to grow the global availability of Neste MY SAF. The fuel is used by leading commercial airlines in Europe, North America and Asia-Pacific, including Air France-KLM, Delta Air Lines, Finnair, IAG, Lufthansa, Singapore Airlines, United Airlines and logistics companies such as DHL Group, Amazon Air, FedEx and Cargolux. Neste's SAF is available at major airports across the globe, including Amsterdam Airport Schiphol, Frankfurt Airport, Los Angeles International Airport, Ontario International Airport, San Francisco International Airport, Narita International Airport and Singapore Changi Airport.

### Examples of partnerships and progress in 2025

#### Starting production of SAF in Rotterdam

- Neste began SAF production at its renewable products refinery in Rotterdam, the Netherlands, in April 2025. The new production capability of up to 500,000 tons of SAF per annum in Rotterdam increased Neste's total SAF production capability to 1.5 million tons annually.

#### Strengthening collaboration with new and long-term partners

- Extending the [partnership with United Airlines](#) to bring SAF to three major new airports in the US.
- Strengthening [collaboration with DHL](#) to evaluate how Neste's renewable solutions, such as SAF, can support DHL in reducing its logistics-related GHG emissions.
- Extending SAF supply to Ontario International Airport in the US to [Amazon Air](#), which is using SAF in its cargo operations.
- Supplying Neste MY SAF to [Cathay Group](#) for the group's aviation operations across three major aviation regions: Europe, the US and Asia-Pacific.

#### Working on advancing SAF use with industry partners

- Neste takes part in the [PACIFIC project](#), a European collaboration to advance research on the benefits of using SAF to mitigate contrail formation.

<sup>1)</sup> Average for Neste-produced sustainable aviation fuel volumes sold in Europe, Asia-Pacific and in North America in 2025, using calculation methods, such as CORSIA, EU RED III (revised RED EU/2018/2001) and US California LCFS. The GHG emission reduction varies depending on the region-specific legislation that provides the methodology for the calculations, as well as the raw material mix used to manufacture the product for each market each year.

<sup>2)</sup> Due to the chemical composition of SAF, its use leads to reduction in soot emissions from combustion and formation of contrail ice crystals, demonstrated with 100% SAF; 2024. R. S. Märkl et al. "Powering aircraft with 100% SAF reduces ice crystals in contrails".



## Oil Products business area

Neste's offering includes high-quality oil products and related services for the road transportation, heavy machinery, agriculture, aviation and marine sectors, as well as products for the oil and petrochemical industries. Neste's customers include retailers and distributors, oil majors and trading companies, polymers and chemicals producers, and companies marketing lubricants and solvents.

Neste's refinery in Porvoo, Finland, is among the most efficient and versatile oil refineries in Europe. At the Porvoo refinery, Neste processes crude oil, as well as renewable and recycled raw materials, into more than 100 products for customers globally.

Neste's long-term plan is to gradually transform the oil refinery in Porvoo into a renewable and circular solutions refining hub. In 2025, Neste finalized the construction of a new upgrading unit for processing recycled raw materials, such as liquefied waste plastic, and production ramp-up will commence in 2026. The Porvoo oil refinery is using existing refinery units to further enable the [co-processing of renewable and recycled raw materials](#) with fossil raw materials in the refinery's conventional refining process. Through co-processing, Neste is able to increase the production volumes of its renewable and circular solutions.

## Renewable and recycled polymers & chemicals<sup>1)</sup>

Neste provides the polymers and chemicals industries globally with [Neste RE™](#), a feedstock solution produced using renewable and recycled raw materials. Replacing fossil feedstock with Neste RE produced from renewable raw materials can reduce GHG emissions by at least 85%<sup>2)</sup> over its life cycle. The use of Neste RE produced from hard-to-recycle plastic waste, can reduce GHG emissions by more than 35%<sup>3)</sup> when compared to a conventional scenario in which plastic is produced from fossil feedstock and plastic waste is incinerated instead of chemically recycled.

## Examples of partnerships and progress in 2025

### Finalizing the construction of the new upgrading unit for liquefied waste plastic

- The new upgrading unit enables Neste to process up to 150,000 tons of challenging raw materials such as liquefied waste plastic annually. The new upgrading unit was finalized in 2025 and production ramp-up will commence in 2026.

### Opening of the new Operations center

- A modern new Operations center was opened at Neste's refinery in Porvoo, Finland, in the summer of 2025. The new facility enhances collaborative flow, agile ways of working and provides enhanced spaces for both control room operations and personnel working in the refinery area.

<sup>1)</sup> Renewable and recycled polymers & chemicals business is introduced as part of the Oil Products business area following the organizational change in spring 2025. The change did not affect Neste's financial reporting segments considered in other sections of this report.

<sup>2)</sup> Life Cycle Assessment on Environmental Impacts of Neste Renewable Polymers and Chemicals (30 June 2021).

<sup>3)</sup> Life Cycle Assessment on Environmental Impacts of Chemical Recycling of Waste Plastic—Case Neste (October 2022).



## Marketing & Services business area

Marketing & Services has its main markets in Finland and the Baltics. We create value for our customers and partners with high-quality products and services to meet the evolving customer needs. We serve consumers, transport service providers, customers in the aviation, shipping, industrial and agricultural sectors, municipalities, as well as heating fuel customers and fuel distributors.

Marketing & Services supports its customers in reducing their greenhouse gas emissions by offering Neste MY Renewable Diesel™, Neste MY Sustainable Aviation Fuel™ and electric vehicle charging services. Our digital solutions, Neste App and the Oma Neste service, enhance the customer experience.

Neste has an extensive network of nearly 1,000 stations in Finland and the Baltics where customers have access to high-quality fossil and renewable fuels. We are continuously expanding the availability of Neste MY Renewable Diesel at our stations, and we are responding to our customers' needs with expanding Neste Easy Wash car wash services and our network of 52 Neste MY Renewable Charge™ stations. Collaboration with the restaurant company Restel in Finland and introduction of the new Huili cafe-restaurant concept to 31 Neste stations by the end of 2025 strengthened our portfolio of high-quality services.

## Examples of partnerships and progress in 2025

### Enhancing Neste's station network services in Finland and the Baltics

- Starting to collaborate with Restel, and introducing Restel's new Huili-brand cafe-restaurants at 31 Neste stations in Finland.
- Expanding the availability of automated Neste Easy Wash car wash services to over 30 stations across Finland.
- Launching Neste Express, a new station concept in Estonia.

### Supporting maritime partners to reduce GHG emissions

- Helping long-term partner [Eckerö Line](#), a freight and passenger ferry service provider operating between Helsinki, Finland and Tallinn, Estonia, to respond to the 2% emissions reduction requirement of the FuelEU Maritime Regulation with the use of Neste MY Renewable Diesel.
- Starting a collaboration with freight and cruise company Wasaline, through which Neste MY Renewable Diesel is used as one of the power sources in Wasaline's hybrid vessel Aurora Botnia.

### Powering airport operations with Neste MY Renewable Diesel

- Neste MY Renewable Diesel is helping [Finavia](#) with its climate targets, enabling it to reach the international Airport Carbon Accreditation (ACA) program's net-zero certification.

### Production capacity on three continents

We produce high-quality renewable fuels at our refineries in Finland, the Netherlands and Singapore, as well as through our joint operation with Marathon Petroleum in Martinez, California, the US, from renewable raw materials, with an annual nameplate capacity of approximately 5.5 million tons. When completed, Neste's Rotterdam



### A novel technology for processing lignocellulosic waste and residues into renewable fuels

Lignocellulosic waste and residues from **forest industry and agricultural production** can unlock a substantial opportunity for a globally scalable renewable raw material source for fuels and chemicals.

Recognizing this potential, Neste and Chevron Lummus Global have joined forces to develop a novel technology that efficiently converts lignocellulosic biomass into high-quality, lower-GHG-emission renewable fuels, such as renewable diesel and sustainable aviation fuel (SAF). The resulting innovative technology is expected to unlock a substantial raw material pool to help meet the increasing demand for lower-climate-impact fuels.

refinery capacity expansion project will further increase the company's total annual production capacity of renewable products to 6.8 million tons in 2027.

Our refinery in Porvoo, Finland, is among the most efficient and versatile refineries in Europe and processes crude oil, renewable and recycled raw materials. The annual production capacity of fossil products at the Porvoo refinery was some 12 million tons in 2025. A facility to upgrade up to 150,000 tons of liquefied waste plastic annually was finalized in 2025, and production ramp-up will commence in 2026.

Our target is to help our customers reduce their greenhouse gas (GHG) emissions by at least 20 million tons annually by 2030 with our renewable and circular solutions. In 2025, our renewable products enabled our customers to reduce GHG emissions by 14.2 million tons.

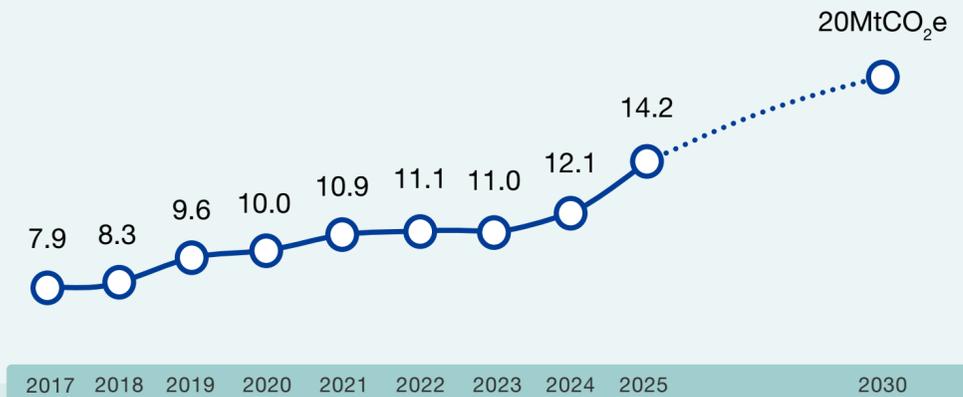
### Innovation as a driver for performance

Innovation, technology and R&D are essential across our operations, supporting raw material, product and technology development, as well as quality assurance and performance for all our solutions (renewable, circular and fossil). In 2025, the focus was on supporting and enhancing the competitiveness of Neste's businesses, and our R&D expenditure was EUR 63 million.

We continue to strengthen our innovation capabilities to grow and diversify our current raw materials base and elevate refinery performance and safety. In 2025, we started cooperation with Chevron Lummus Global to develop a novel technology for processing lignocellulosic waste and residues into renewable fuels. Partnerships with leading universities, research institutes, technology companies and value chain partners are crucial, fostering the collaboration needed for groundbreaking advances. The Neste Veturi R&D program, which successfully concluded its five-year initiative in May 2025, exemplifies this commitment to collaborative innovation.

### Achieving our carbon handprint target by growing our production capacity

We aim to help our customers reduce their GHG emissions by at least 20 million tons per year by 2030



### Key actions toward increasing the GHG emission reduction for our customers

- Singapore refinery expansion and Martinez Renewables refinery
- Rotterdam refinery expansion
- Long-term plan to gradually transform the Porvoo oil refinery into a renewable and circular solutions refining hub
- Innovating new technologies to utilize renewable raw materials

# Sustainability

Neste's operations and value chain have an impact both on people and the environment. Our sustainability approach is defined by ambitions related to climate, biodiversity, human rights and the supply chain and raw materials, all pursued in collaboration with our partners to achieve our targets across the value chain.

Neste refines renewable raw materials into lower-GHG-emission fuels to help its customers reduce their carbon footprint. Neste also produces a wide variety of oil products and co-processes fossil raw materials together with renewable and recycled materials in its oil refinery in Porvoo, Finland.

Neste contributes to climate impact mitigation efforts by producing increasing volumes of renewable and circular products, and through its actions aiming to reduce its own carbon footprint.

In 2025, we revised some of our climate targets due to the evolving market situation and our current financials, aligning the targets with the company's current financial position and streamlined investment portfolio.

 Read more about our revised climate targets and sustainability work on the following pages and in [the Sustainability statement](#)



# Climate

The transport sector is a significant contributor to global greenhouse gas (GHG) emissions. Action is needed to reduce these emissions.

Neste contributes to climate change mitigation efforts by producing increasing volumes of renewable and circular products while also aiming to reduce its own carbon footprint. Our climate work is focused on three priority areas: carbon handprint, GHG emissions in own operations and use-phase emission intensity. Through our renewable and circular solutions, we aim to help our customers reduce their GHG emissions by at least 20 million tons annually by 2030. This is our carbon handprint target. At the same time we are taking actions to reduce our carbon footprint.

## Climate targets

We enable our customers to reduce their carbon footprint, while reducing our own.



### Carbon handprint

Our renewable and circular solutions help our customers to reduce their GHG emissions by at least 20MtCO<sub>2</sub>e annually by 2030.

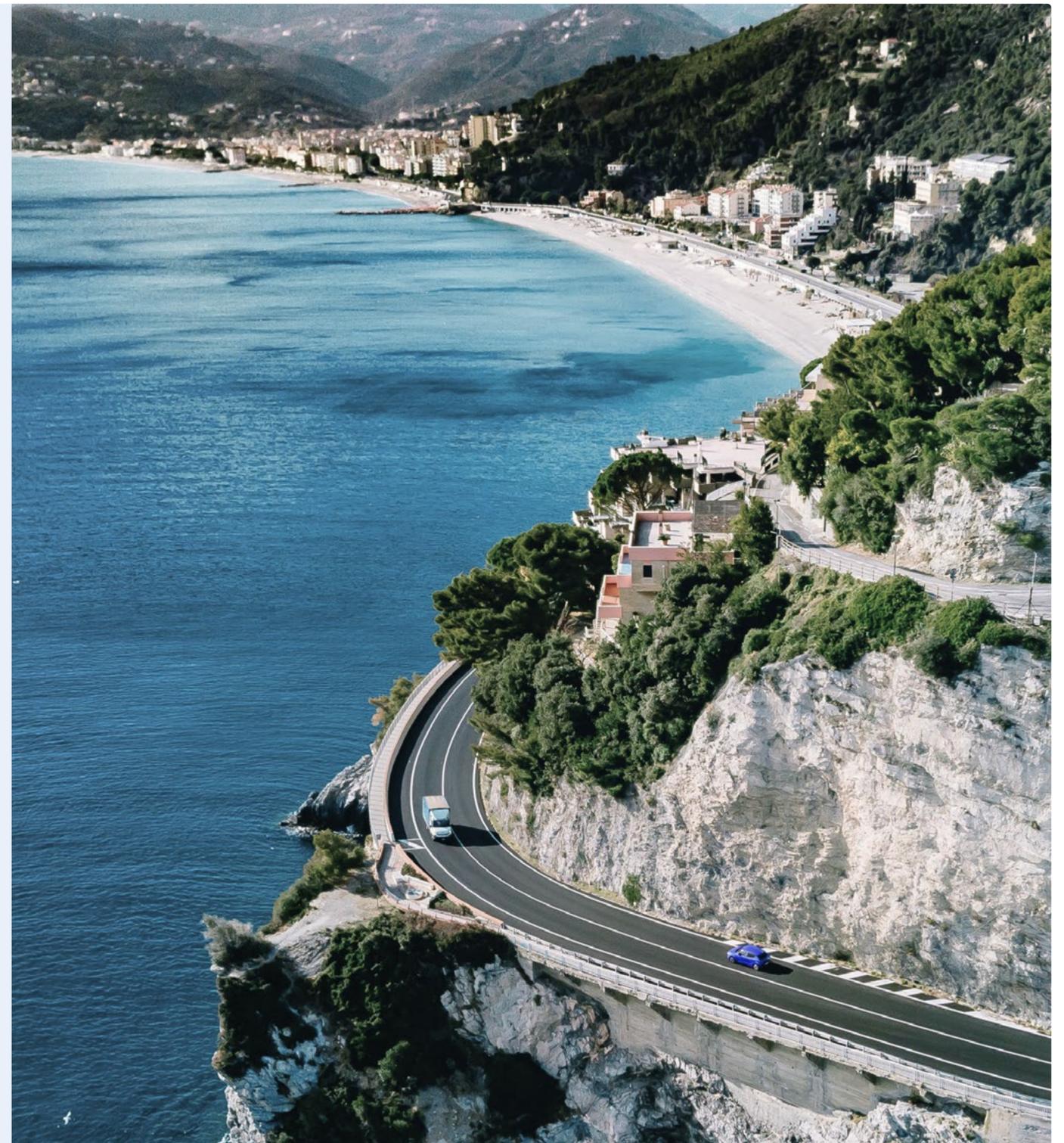


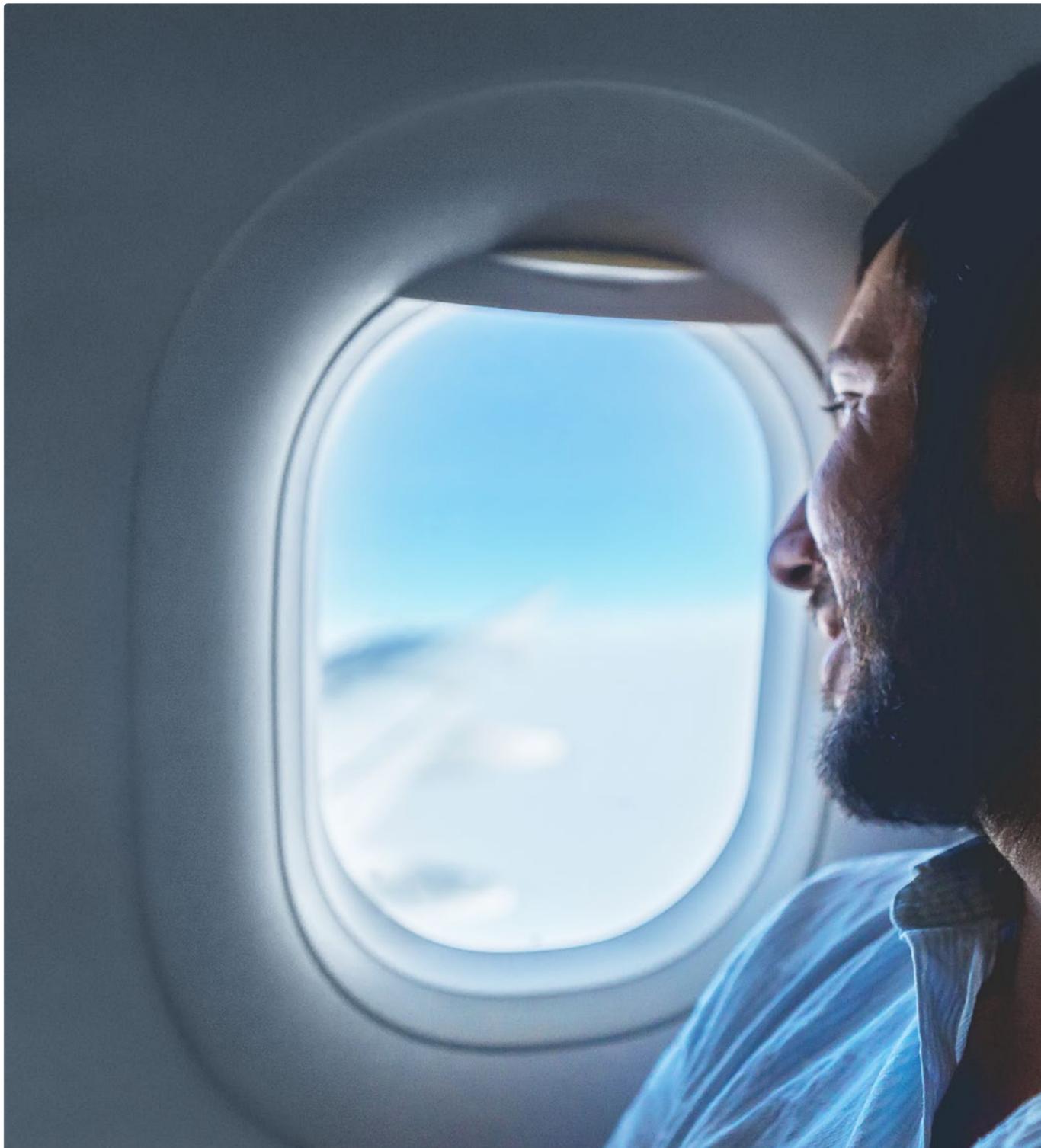
### Carbon footprint

We reduce GHG emissions in our own operations by 80% by 2040 (scopes 1 & 2) compared to 2019 levels, with interim targets of 24% by 2030 and 50% by 2035.

We reduce the use-phase emission intensity<sup>1)</sup> of sold products (scope 3) by 50% by 2040 compared to 2020 levels, and work with our suppliers and partners to reduce GHG emissions across our value chain (scope 3).

<sup>1)</sup> Use-phase emission intensity is calculated by dividing the GHG emissions from the use of products sold by Neste by the total amount of sold energy (gCO<sub>2</sub>e/MJ).





## Our carbon handprint

We aim to achieve our carbon handprint target by growing our renewable and circular solutions capacity. Through our Rotterdam refinery capacity expansion project, our total renewable products production capacity will expand to 6.8 million tons annually in 2027. Moreover, we are diversifying our raw materials portfolio and increasing the use of low-carbon-intensity raw materials. This will help us address the increasing global demand for low-climate-impact products. In 2025, our renewable products enabled our customers to reduce their GHG emissions by 14.2 million tons.

### What is a carbon handprint?

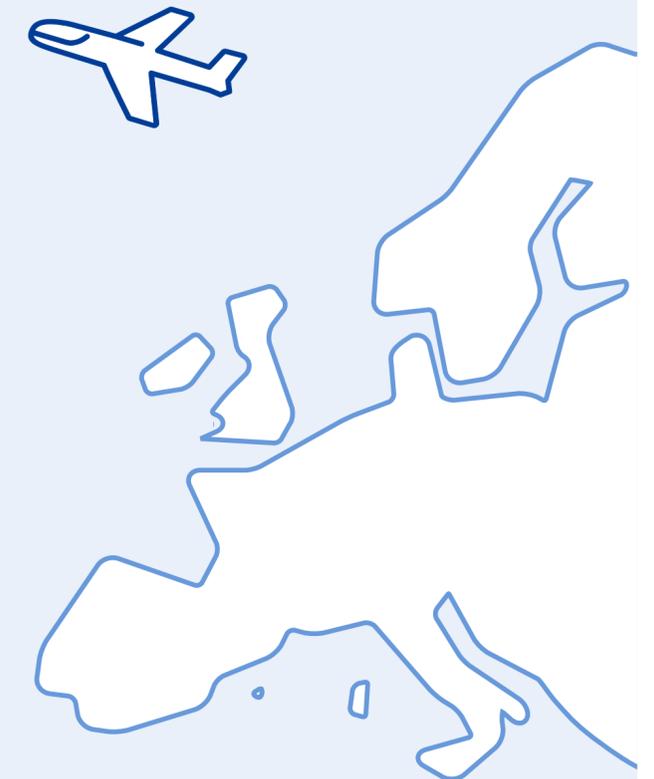
The carbon handprint quantifies the carbon footprint reduction our customer reached by using our renewable and circular solutions. It is the difference between the carbon footprint over the life cycle of a baseline product or service and a lower-GHG-emission product or service. The bigger the handprint is, the better. All our renewable and circular solutions have significantly lower GHG emissions over their life cycle compared to fossil alternatives, which helps our customers reduce their GHG emissions and work toward their climate targets.

To assess the carbon handprint, we first calculate the GHG emissions of our renewable and circular products over their entire life cycle from the production of their raw materials to the end use of the final product. For fuels, the life cycle ends when the product has been used, and for other (non-fuel) products such as renewable feedstock for new polymers and chemicals, the life cycle ends in end-of-life treatment and potential recycling. The life cycle GHG emissions of each of our renewable and circular products is then compared with the carbon footprint of the relevant fossil reference.

 Read more in [the Sustainability statement](#)



In 2025, our renewable products helped reduce greenhouse gas emissions by **14.2Mt**, which equals the greenhouse gas emissions from more than 30,000 full aircraft round trips from Amsterdam to San Francisco.



## Our carbon footprint

Reducing greenhouse gas emissions (GHG) in our own operations, as well as across our value chain, is essential for mitigating our climate impact.

### What does our footprint consist of?

Neste reports both direct and indirect GHG emissions from its production and value chain under scopes 1, 2 and 3, as defined by the GHG Protocol. GHG emissions from the use of Neste's products (scope 3) is the most significant emissions source, followed by raw materials sourcing and transportation. In 2025, the indirect value chain emissions (scope 3) were 51.6MtCO<sub>2</sub>e, totaling 94% of Neste's carbon footprint. Emissions from direct operational process and from fuel combustion (scope 1) were 2.7MtCO<sub>2</sub>e and indirect emissions from purchased energy (scope 2) 0.4MtCO<sub>2</sub>e.

### Our roadmap to reduce GHG emissions

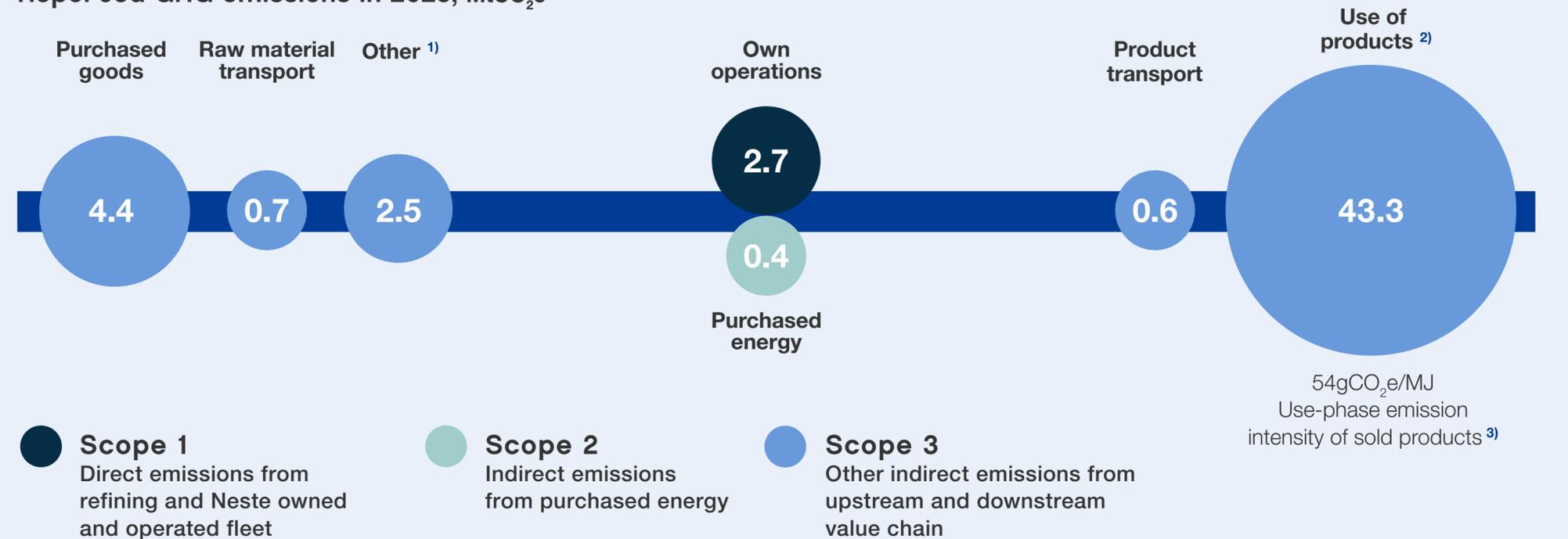
We closely monitor the development of the latest climate science, sectoral guidance, best practices and the leading climate frameworks such as the Science Based Targets initiative (SBTi), Transition Pathway Initiative (TPI) and Exponential Roadmap Initiative (ERI) to develop our climate commitments. As a result, achieving GHG emissions reductions within our own operations and across the value chain remains the central approach to meeting our climate targets.

In 2025, we revised our scope 1 & 2 target by setting a greenhouse gas emission reduction target of 80% by 2040 compared to 2019, replacing the target of reaching carbon neutral production by 2035. With this revision we focus solely on absolute GHG emission reductions and remove the option of using emission compensation from our climate target setting. The revision aligns our climate targets with the current market and regulatory environment as well as the company's current financial position and streamlined investment portfolio. Our other footprint commitments remain unchanged.

## Our footprint: Neste's value chain GHG emissions

We use the scope framework defined in the Corporate Standard by GHG Protocol to assess the GHG emissions across our value chain. Scopes 1 & 2 cover the emissions related to our own production. Scope 3 includes all other relevant emissions throughout our value chain.

### Reported GHG emissions in 2025, MtCO<sub>2</sub>e



<sup>1)</sup> Including purchased services, waste generated in operations, fuel- and energy-related activities and investments.

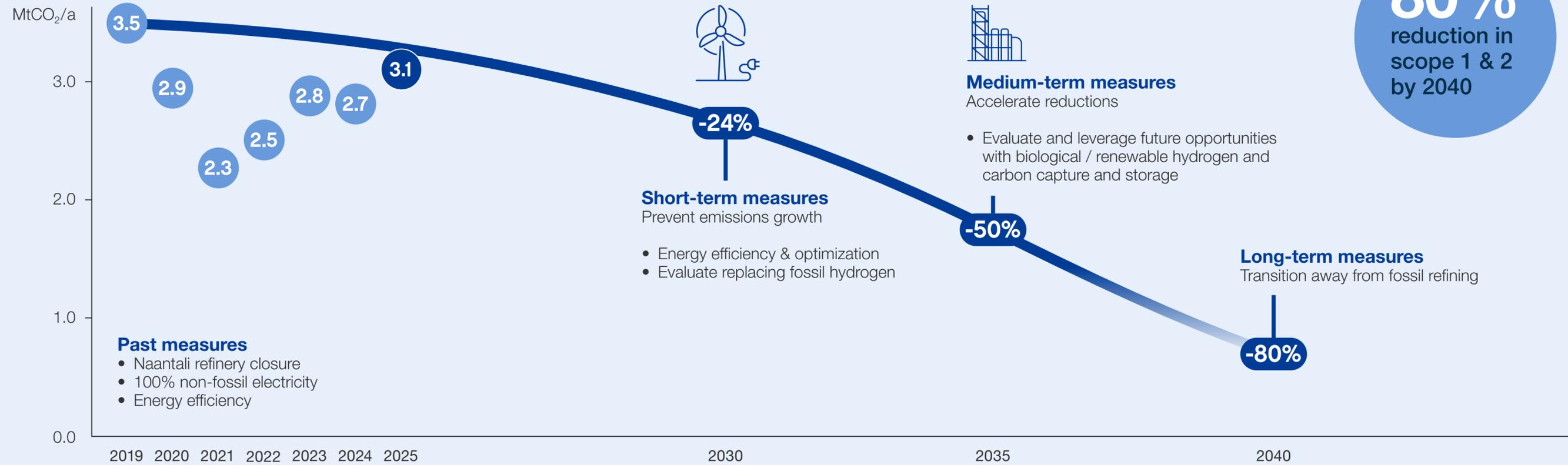
<sup>2)</sup> Includes Use of sold products and End-of-life treatment of sold products.

<sup>3)</sup> Use-phase emission intensity is calculated by dividing the GHG emissions from the use of fuel products sold by Neste (part of scope 3) with the total amount of sold energy (gCO<sub>2</sub>e/MJ).

Neste acknowledges that to align with the goal of the Paris Agreement, GHG emissions need to be reduced globally by approximately 50% every decade and reach global net-zero GHG emissions by 2050 or sooner to limit global warming to 1.5°C compared to pre-industrial levels. Neste's climate roadmap is, therefore, designed to accelerate towards 2040, with a sharper emissions reduction curve in the long term, making our current

targets closer to a trajectory between the 1.5°C and well-below 2°C scenarios. This reflects Neste's current financial and operational realities while the company continues to reduce GHG emissions in its operations and value chain. Neste continues to develop and strengthen its targets in line with the latest climate science, available and emerging sector standards and its financial capabilities.

## Our footprint: Reducing GHG emissions of our own operations



Use-phase GHG emissions of our own sold products are a key priority on our journey and we are committed to halving them by 2040 compared to 2020 levels.

Furthermore, we recognize the need for comprehensive scope 3 GHG emissions management. We are committed to working with our suppliers and partners to reduce the indirect GHG emissions across our value chain (scope 3).

Our climate commitments are connected to the remuneration of Neste's key personnel. In the 2025–2027

incentive program, the scheme's performance metrics support the execution of Neste's strategic business priority, the sales of renewable fuels, which is strongly linked to the company's climate targets.

Since 2020, evaluating the production carbon footprint (scope 1 & 2 emissions) impact of investment decisions has been mandatory at Neste. To increase the transparency of the different GHG emission impacts of our investments, we have introduced new criteria and guidelines to enable our project teams to evaluate the

potential climate impacts of possible investment projects. To align our investment decisions to support our climate commitments, we apply an internal carbon price for our scope 1 & 2 GHG emissions in investment calculations, business case evaluations and strategic planning.

# Biodiversity

Land, water and pollution are key focus areas of our biodiversity work.

We aim to drive a positive impact on biodiversity in our operations and in our value chain. This ambition, along with its Net Positive Impacts (NPI) and No Net Loss (NNL) interim goals, was developed and set in 2021.

To achieve these goals, we apply the mitigation hierarchy to manage our biodiversity impacts in a structured, stepwise manner.

Our efforts are concentrated on key focus areas where our operation and sourcing activities can have the most significant impacts:

- **Land:** We avoid the conversion of habitats with a high biodiversity value and aim to prevent deforestation.
- **Water:** We promote sustainable water use.
- **Pollution:** We mitigate environmental impacts from pollution, adhering to applicable environmental regulations.

Since setting the ambition, we have continuously deepened our understanding of biodiversity dependencies and impacts, progressing toward more focused assessments and the potential establishment of measurable targets.

## Biodiversity ambition

We aim to drive a positive impact on biodiversity and achieve a nature positive value chain by 2040.



### Net Positive Impacts (NPI) from new activities

We aim to generate a net positive impact on biodiversity for all new direct operations, with implementation of the NPI approach from 2025 onwards.

### No Net Loss (NNL) from all ongoing activities

We aim at no net loss of biodiversity from our existing operations and plan to implement an approach to ensure this by 2035.

### Nature Positive Impact throughout our value chain by 2040

We continue to seek effective collaboration across our value chain to avoid impacts on biodiversity and create a positive impact on nature.





## Management of biodiversity impacts in our own operations

### Development of our NPI approach

In 2025, we completed the methodology development of our Net Positive Impacts (NPI) approach, which is now ready for implementation in future investment projects involving new activities. This methodology outlines how we evaluate the biodiversity baseline, and identify and account for key biodiversity features and potential impacts.

### Biodiversity focus areas on our sites

Land, water and pollution are key focus areas for our biodiversity work.

We have identified areas important for biodiversity around our refineries and operations, primarily through environmental impact assessments. In addition, a biodiversity baseline inventory of our Porvoo and Naantali sites in Finland was also conducted. In 2025, we complemented our biodiversity evaluations with an assessment using publicly available databases on nature conservation and protected areas, including [World Heritage Sites](#), to identify biodiversity-sensitive areas close to Neste's direct operations.

Our ongoing water stewardship efforts focus on enhancing resilience of our production sites through improved water management. The Porvoo and Singapore refineries carried out the review of their water balance in 2025, while Rotterdam refinery's review will be completed during 2026.

The new wastewater treatment unit at the Rotterdam refinery commenced operation in 2025. Additionally, Neste has two wastewater treatment units in operation at Porvoo and Singapore refineries.

Neste's company-wide Environmental Management Principle outlines strict criteria to identify, mitigate and track the environmental impacts arising from our own operations, covering effects on land, water and pollution (see [Environmental Safety](#)).

## Management of biodiversity impacts in our supply chain

We continue to build on the lessons learned in the Science Based Targets Network (SBTN) pilot to develop and define our focus areas for mitigating impacts on nature and biodiversity.

In 2025, we monitored the development of third-party frameworks such as the Accountability Framework initiative and assessed its feasibility for our upstream operations. In addition, we made an evaluation of our landscape projects, and will continue to refine our internal criteria guiding their development.

Moving forward, we plan to further assess those raw materials that are considered most critical from the perspective of Neste's impact on biodiversity. We will also develop metrics and indicators that enable us to assess and manage material nature-related risks and opportunities effectively.

We currently source novel vegetable oils (NVOs) cultivated using regenerative agriculture practices, and classified into two concepts: intermediate cropping and low-carbon intensity. We have developed robust sustainability KPIs and track the cultivation GHG emissions of purchased NVO volumes.

During the last two years, Neste cooperated with the International Sustainability and Carbon Certification (ISCC) body to develop a regenerative agriculture add-on that couples with the ISCC First Gathering Point (FGP) certificate. The add-on criteria will be tested in farms producing intermediate crops.

## Our collaborations for biodiversity

### SBTN corporate engagement program

Neste has participated in the SBTN Corporate Engagement Program since 2021 and continues to do so. We were part of the SBTN's initial target validation group for science based targets (SBTs) for nature from May 2023 to September 2024, where we applied the pilot methodology and tested its feasibility on the activities in

our direct operations and in the supply chains. Although we eventually did not set targets for nature based on the SBTN pilot methodology, we continue to follow the methodological developments. We have signed up to participate as observers in the SBTN Land Method Version 2 pilot that began in October 2025.

### Advocacy with the chemical industry in Finland

We continued to participate in the Chemical Industry Federation of Finland's biodiversity work focusing on raising awareness on developments in biodiversity and business. We took part in various activities organized by the Federation including training in biodiversity footprint calculation, advocacy and feedback to national and EU legislative developments.

### WBCSD and metrics development

During 2023–2025, Neste participated in the regenerative agriculture metrics and adoption pathways workstreams as part of the work with the World Business Council for Sustainable Development (WBCSD). The WBCSD selected metrics were categorized in five outcome areas: biodiversity, climate, soil, water and socio-economic, and these metrics were used as a reference for Neste to select its own sustainability KPIs for NVOs.

[Read more about biodiversity](#)

[Read more in the Sustainability statement](#)

# Human rights

Neste is committed to respecting human rights across its operations and value chains by implementing an ongoing process of human rights due diligence.

## Embedding respect for human rights across the business

Our Human Rights Principle outlines Neste's commitment to implementing the UN Guiding Principles on Business and Human Rights, setting the standards for how human rights due diligence and governance are applied across Neste's business. Stakeholder engagement is a key part of this, with special attention paid to vulnerable groups like women, children, migrant workers and Indigenous Peoples.

## Focusing on salient issues

Our Human Rights Principle outlines seven priority areas for human rights at Neste. These are Neste's salient human rights issues, i.e. those issues that are at risk of the most severe negative impacts through our activities or business relationships.

We annually conduct a human rights saliency assessment, assessing actual and potential impacts on people across the value chain based on severity and likelihood. This enables us to monitor progress, address new risks, prioritize our work and evaluate the effectiveness of our current measures. In 2025, we organized workshops to update our human rights saliency assessment, bringing together internal experts from across the business for input and validation of results.

## Neste's human rights ambition 2030

We strive to create a more equitable and inclusive value chain by 2030, in which everyone works with dignity.



### Responsible recruitment

We commit to and promote the Employer Pays Principle, with implementation in high risk areas by 2030, to ensure that no worker pays for a job and the costs of recruitment are paid by the employer, not the worker.



### Children & education

We work with our stakeholders to increase children's access to education by 2030 and promote respect for children's rights by actively supporting and participating in initiatives aimed at keeping children in school.



### Living wages

We pay all our employees a living wage, take action to promote living wages in Neste's supply chains, and require strategic contractors and suppliers to pay their employees a living wage by 2030.



### Reducing inequality

By 2030, we aim to reduce inequalities across the value chain and address the root causes of systemic human rights issues. We aim to advance diversity, equity and inclusion in our own businesses and supply chains.



## Respecting human rights

Ensure respect for human rights across Neste's operations and value chains by carrying out ongoing human rights due diligence to identify, assess and address adverse human rights impacts and to communicate on our performance.

## Our most salient human rights issues



Fair employment



Health & safety



Equity, diversity & non-discrimination



Children & young workers



Modern slavery



Fair treatment



Economic, social & cultural rights

### Human rights due diligence for our own operations

Recognizing that our human rights impacts may change over time as our business continues to grow and evolve, we are committed to embedding ongoing human rights due diligence across our own operations:

- Over the past five years, Neste has participated in the Consumer Goods Forum (CGF) Human Rights Coalition, which applies a shared framework for member companies to assess and strengthen their human rights due diligence, with expert input on action plan development provided by the Fair Labor Association. Under this initiative, Neste has been committed to ensuring 100% of its own operations are covered by robust human rights due diligence systems by 2025, in line with the CGF Maturity Journey Framework. In 2025, we made progress on this commitment by carrying out human rights due diligence assessments for Neste’s offices, owned pretreatment facilities and ground transportation. 2025 marked the final phase of this CGF initiative, and Neste successfully achieved all project targets on time, reaching leadership level under the shared KPIs for coalition members. Results are publicly reported through the [CGF](#).
- In 2025, we published a new [diagram](#) illustrating Neste’s comprehensive grievance ecosystem. This interconnected network of channels and processes is designed to facilitate the raising, assessment and resolution of grievances across all our operations and value chains in accordance with the UN Guiding Principles on Business and Human Rights.
- We continue to use human rights criteria and assessments to inform decision-making on strategic business development, investments and innovation projects.
- In 2025, we continued to work proactively to prevent exploitation and promote respect for labor rights across Neste’s production sites. We pay special attention to safeguarding the rights of migrant workers and third-party employees working for contractors and subcontractors on Neste sites, especially during peak times, such as our refinery

### Embedding human rights due diligence at Neste

Neste has management processes to identify, prevent, mitigate and remedy adverse human rights impacts. We continuously monitor and track the effectiveness of our response, with transparent reporting and communication on how impacts are addressed.



expansion projects, shutdowns and turnarounds. We have implemented site-level Neste We Care Complaints Channels for third-party workers at our refineries and the Rotterdam refinery capacity expansion project, and use a range of practices to inform workers about their rights e.g., informative posters and leaflets, worker inductions, site workforce meetings and contractor social audits.

### Human rights due diligence for communities

Neste is committed to engaging with local communities and understanding how our business operations may impact them:

- In 2025, we updated our internal survey to assess how Neste identifies and mitigates impacts on the local communities surrounding our operations. The assessment covers a range of sustainability topics, including environmental and social risks, impacts on vulnerable groups, such as women and children, and community engagement and complaints resolution practices. It also assessed positive practices and impacts such as community development initiatives.

- All Neste refineries are situated on industrial sites, and the closest residential communities are 5–10 kilometers away. Potential risks to the local communities include air and water emissions, as well as noise and light pollution from the refineries and site traffic. All our refineries are required to comply with strict environmental permits and other legal requirements, and have preventive and mitigation measures in place to prevent refinery operations causing harm to people or the environment. All Neste refineries are certified as having an ISO 14001 environmental management system in place and have undergone various environmental impact and permitting assessments, with ongoing monitoring.
- We engage regularly with local community [stakeholders](#). For 100% of our operations, local communities can formally raise grievances with Neste using Ethics Online, or they can contact us using local channels such as refinery websites and phone numbers.

### Human rights due diligence for our supply chains

We assess human rights risks when planning to enter new sourcing regions for our renewable raw materials, and expect all our suppliers to comply with applicable laws and to follow equivalent ethical business standards, as stated in Neste’s Supplier Code of Conduct. Our sustainability screening for raw material suppliers and our sustainability audits have a strong human rights focus and prioritize the assessment of impacts on people.

Neste implements a risk-based approach to due diligence, collaborating with partners and suppliers to drive action in the parts of the value chain where human rights risks are the highest.

In 2025, Neste collaborated with third-party experts to conduct three on-the-ground human rights risk assessments focused on salient issues in high-risk supply chains. The assessments involved visits to supplier sites and engagement with workers, local communities and vulnerable groups (e.g., migrant workers, young workers, women, local ethnic and religious minorities), applying a gender-sensitive lens. Following this, the experts facilitated a workshop to provide capacity building and action planning for Neste teams.

In 2025, Neste collaborated with its supplier Golden Agri-Resources (GAR) and independent experts to assess human rights risks at third-party mills in Riau, Indonesia, beyond Neste’s first tier of sourcing. The assessments covered maturity of mill policies and practices and were followed by capacity-building sessions with mill management to strengthen due diligence and implement corrective actions. Topics assessed included e.g., management systems, forced and child labor, living wages and benefits, responsible recruitment, grievance mechanisms and freedom of association and collective bargaining.

[➔](#) Read more about our [supply chain due diligence](#)

### Training and capacity building

We are committed to training our employees and suppliers in human rights and labor standards. Human rights training is integrated into our global induction for new employees, and all Nestle employees are required to complete a mandatory Code of Conduct e-learning course, which includes topics on advancing respect for human and labor rights. We also carry out [annual capacity building sessions for our suppliers](#), which cover a variety of human rights topics.

[Read more about training metrics](#)

### Responsible recruitment

Nestle is committed to advancing responsible recruitment in its operations and value chains to ensure fair, ethical and transparent recruitment processes that protect the rights and wellbeing of job seekers. In 2025, Nestle took various actions to drive responsible recruitment, including:

- Adding no-recruitment-fee clauses to contracts with recruitment agencies and staffing firms used by Nestle.
- Enforcing Nestle's Supplier Code of Conduct no-recruitment-fee policy in contractor audits at our refineries and sustainability audits for renewable raw material suppliers.
- Participating in the Consumer Goods Forum's People Positive Palm Project to provide training for Nestle's PFAD suppliers, and help strengthen their management systems, and engage in collective advocacy on responsible recruitment with the governments of Malaysia and migrant worker sending countries.

[Read more about modern slavery risks in our Modern Slavery Statement](#)

### Living wages and incomes

In 2025, Nestle completed its annual internal living wage gap assessment covering all countries in its global operations, using data provided by the Fair Wage Network. The analysis of assessment results is ongoing, ensuring a thorough evaluation of diverse remuneration elements in all locations.

We continue to use living wage data in our onboarding process and sustainability audits for renewable raw material suppliers, with the dual aim of gaining a better understanding of our supplier wage practices and raising awareness to build supplier knowledge of this topic. In 2025, we assessed the living wage practices of three renewable raw material suppliers.

### Children and youth

Nestle is committed to respecting and supporting children's rights and to implementing the Children's Rights and Business Principles throughout its business and value chains. We were recognized as a [leader in the Global Child Forum's annual benchmark](#), The State of Children's Rights and Business 2025.

In 2025, we continued to work in collaboration with SOS Children's Villages India to support vulnerable families and improve children's lives through education and life skills training in Kolkata, Nagapattinam and Bawana. Through this partnership, SOS Children's Villages also offers guidance and local expertise to deepen Nestle's understanding of children's rights issues in our supply chains in India.

### Worker voice

Direct engagement with value chain workers is a key element of Nestle's human rights due diligence. Nestle implements worker voice technology in its supply chains using anonymous audiovisual surveys on mobile devices. In 2025, we focused on the APAC region, with 59 surveys conducted to gather value chain workers insights on their standards of living, working conditions, living wages and children's rights.



### Collaboration

We actively seek opportunities to collaborate with our stakeholders to advance positive systemic change and enhance our leverage to address the root causes of adverse human rights impacts. In 2025, we continued to engage in the [Nordic Business Network for Human Rights](#) (NBNHR), [FIBS Business & Human Rights Working Group](#), [Consumer Goods Forum's \(CGF\) Human Rights Coalition](#) and [the World Business Council for Sustainable Development](#) (WBCSD), including the WBCSD Business Commission to Tackle Inequality (BCTI).

### Reporting

Since 2021, we have been reporting in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP) Reporting Framework.

[Read more in the Sustainability statement](#)

# Supply chain and raw materials

Across our supply chain, we promote a safe and healthy workplace and uphold Fair labor practices.

Our commitment to responsible and ethical business extends to our partners. Identifying and selecting good partners are crucial to the sustainability of our supply chains. Nestle requires all its suppliers and other business partners to comply with applicable laws and expects them to follow equivalent ethical business standards as stated in the Nestle Code of Conduct, further described in the Nestle Supplier Code of Conduct. It outlines the basic requirements Nestle expects its suppliers and their first-tier suppliers, contractors and business partners to adhere to and implement throughout their businesses. Nestle aims to include the Supplier Code of Conduct in the contract terms for suppliers, contractors and other business partners participating in the supply of raw materials, products, components, materials or services to Nestle.

## Five elements of our Supplier Code of Conduct



**Compliance with laws and regulations**



**Business conduct**



**Human and labor rights**



**Occupational health, safety and security**



**Environmental impact and climate change**



## Supply chain & raw materials

We drive a safe and healthy workplace, fair labor practices and increased commitment to sustainability across the supply chain.



We expect all our suppliers and business partners to comply with applicable laws and meet the ethical standards outlined in Nestle's Supplier Code of Conduct.



We include social, environmental and ethical criteria in supplier selection as we drive diversification and increased availability of sustainable raw materials.





### Sustainability due diligence in our supply chains

In 2025, we focused on aligning our sustainability due diligence practices with Neste's strategic priorities while ensuring compliance with upcoming legislation such as the EU's Corporate Sustainability Due Diligence Directive (CSDDD). Additionally, we enhanced our risk-based approach to sustainability due diligence, aligning it with strategic priorities and ensuring that focused actions targeted highest-risk suppliers and countries. Key actions included targeted supplier trainings in Neste's Supplier Code of Conduct and proactive measures for mitigating deforestation risks. More than 25 raw material suppliers joined different capacity building training sessions with over 45 participants. Furthermore, we collaborated with third-party experts to conduct three focused risk assessments covering the most salient human rights issues in our high-risk supply chains.

In 2025, we conducted a total of 36 sustainability audits: 22 on renewable and recycled raw materials; 6 on terminals; and 8 on contractors. Of these, 22 audits were carried out for renewable raw material suppliers of which 2 were virtual, and 20 were third party audits. In 2025, 13 audits were conducted on our direct renewable raw material suppliers and 9 on our renewable raw material suppliers' suppliers.

The majority of findings recorded in renewable raw material supplier audits in 2025 were related to human and labor rights.

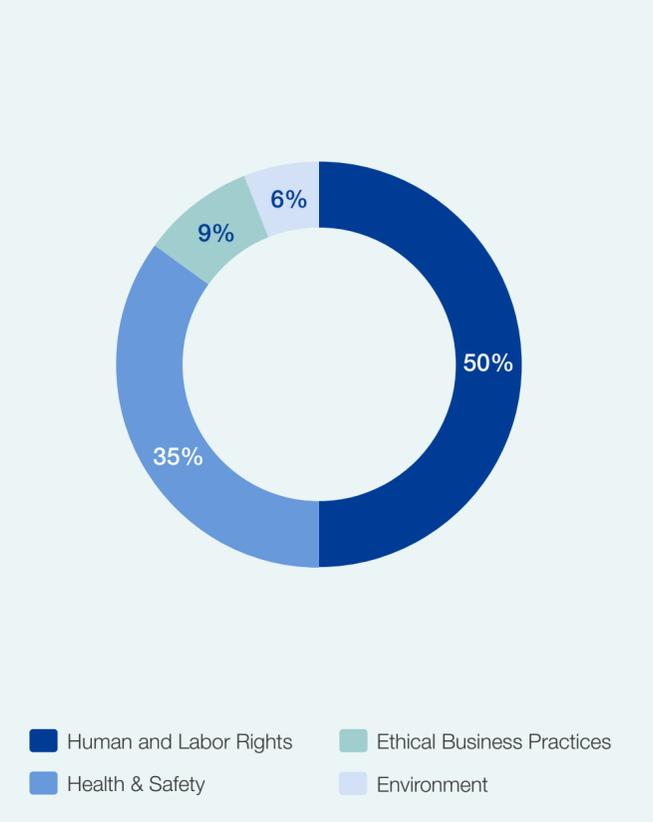
 Read more in [the Sustainability data package](#)

### Renewable raw materials

Neste uses a wide variety of renewable raw materials each year to produce renewable fuels, as well as renewable feedstock for the production of polymers and chemicals. An extensive portfolio of globally sourced raw materials provides Neste flexibility, as it allows us to respond to the needs of different markets and customers.

Used cooking oil, various wastes and residues from vegetable oils processing and animal fat from food industry waste represent the top three waste and residue raw material categories we use, based on their current and

**Audit Findings per different sustainability categories**  
renewable raw material suppliers, %



estimated shares of Neste's total annual renewable raw material inputs. In 2025, 95% of our global renewable raw material inputs were waste and residues.

We are constantly working to diversify our current raw material portfolio with scalable new alternatives. We are increasing the availability of emerging, lower-quality waste and residue raw materials, such as acid oils and wastewater-derived grease (i.e., brown grease). Furthermore, we source novel vegetable oils (NVOs) produced via regenerative agriculture practices. We currently focus on NVOs cultivated as intermediate crops, and for the long-term, we are exploring NVOs cultivated in severely degraded land. Our aim is to guarantee that NVOs cultivation does not create indirect land use changes.

Our long-term raw material development efforts focus on studying the potential of lignocellulose derived from forest industry and agricultural waste and residues as future raw materials, and on developing technologies to enable its use.

### Renewable raw materials sourcing

All Neste's renewable raw material suppliers are subject to sustainability due diligence, as stated in Neste's Supplier Sustainability Approval Principle. It sets the minimum sustainability requirements for approving suppliers through a multi-step process, including raw material evaluation, risk assessments, counterparty screening, a sustainability review and audits.

Neste's sustainability due diligence process is mainly managed on Neste's Supplier Sustainability Portal (SSP), a digital platform that is used to facilitate our evaluation of potential and existing renewable raw material suppliers, collect traceability data, support performance monitoring and enable active supplier engagement. When suppliers are onboarded, they are subject to a sustainability assessment and required to insert the location of their own production and processing site(s), and where applicable, their own suppliers' production and processing site(s), in the SSP. At minimum, we require our suppliers to disclose their supply chain actors and locations as determined by end-market sustainability regulations such as the EU Renewable Energy Directive (EU RED).

In 2025, a total of 300 renewable raw material suppliers were subject to a sustainability assessment as part of our supplier onboarding process.

 Read more about [renewable raw material sourcing](#)

### Engaging with PFAD suppliers

While Neste does not source crude or refined palm oil for the production of its renewable products, we do continue to purchase waste and residues generated in palm oil production processes. We therefore remain committed to developing the sustainability of the palm oil industry. Our efforts include participation in sector initiatives like the Palm Oil Collaboration Group (POCG) and the Consumer Goods Forum (CGF) to advance positive social and environmental impacts in the palm sector.

Alongside collaboration with the industry, Neste engaged with a third-party sustainability expert to monitor, verify and mitigate deforestation risks within its palm fatty acid distillate (PFAD) supply chains, complementing the due diligence processes already in place.

Since 2017, we have been developing the traceability of our PFAD supply chains. This involves tracing PFAD volumes to the supplying mills and, based on a risk-calibrated traceability to plantation approach, prioritizing and directing our due diligence efforts toward the highest-risk supply areas. For the first half of 2025, we were able to achieve 100% traceability to the supplying palm oil mills, and the overall traceability to plantation (TTP), based on a risk-calibrated weighted average, reached 82% of volumes.

 Read more about [traceability](#)

Neste is a founding member of the Siak Pelalawan Landscape Programme (SPLP), a private sector driven initiative which targets sustainability improvements in palm oil production by supporting smallholders and communities in the Siak and Pelalawan districts in Riau, Indonesia. The program concluded its initial five-year implementation phase at the end of 2024 and is now embarking on its second phase in which Neste continues to invest.

Through local partners, the project provides upskilling for smallholder farmers on regenerative agriculture and sustainable production practices, improving farmer livelihoods. It provides technical assistance to mills to achieve ISPO or RSPO certification and improve labor practices. In addition, it engages with local communities to drive community-led forest monitoring, and environmental education programs for children in village schools.

 Read more about [the Siak Pelalawan Programme](#)

 Read more about [our human rights initiatives with suppliers](#)

 Read more about [supplier engagement](#)

### Recycled raw materials

Neste has been advancing chemical recycling to contribute to the acceleration of the transition to a circular economy for plastics. We are using raw materials like liquefied waste plastic and upgrading it to high-quality drop-in feedstock for the production of new plastics.

To scale up chemical recycling, we finalized the construction of a new process unit with an annual upgrading capacity of 150,000 tons of recycled raw materials in 2025, and production ramp-up will commence in 2026.

 Read more about our [raw materials](#)

### Liquefied waste plastic sourcing

In addition to the automated counterparty compliance screening and expecting our liquefied waste plastic (LWP) suppliers to fulfill the requirements in Neste's Supplier Code of Conduct, we only accept liquefied waste plastic that is traceable and complies with the ISCC

Plus certification requirements. In 2025, we continued onboarding new LWP suppliers. Suppliers with which Neste has an established and ongoing business relationship are subject to sustainability due diligence.

### Crude oil and other fossil raw materials sourcing

While Neste's long-term plan is to gradually transform the oil refinery in Porvoo into a renewable and circular solutions refining hub, the company continues to produce high-quality oil products from crude oil and condensates at its Porvoo refinery in Finland.

In 2025, Neste continued to assess all new fossil raw material suppliers, with a total of 10 new suppliers assessed.

### Indirect procurement

Neste's indirect procurement activities include the sourcing, purchasing, contract and supplier management of goods and services that are not included in the sourcing and delivery of crude oil and other fossil raw materials or renewable and recycled raw materials.

In 2025, Neste published the Neste General Requirements for Goods and Services Suppliers. It complements Neste's Supplier Code of Conduct by consolidating the key criteria covering quality, safety, environmental aspects, cybersecurity, financial stability and risk management, to make the collaboration between Neste and its suppliers more efficient. Additionally, we initiated a renewal of our supplier qualification process to proactively manage and mitigate risks.

# People

At Neste, people bring the strategy to life. Together, we drive progress and address the business challenges we face.

As a part of the performance improvement program, Neste simplified its operating model and increased internal efficiency through organizational restructuring. In 2025, the changes led to a reduction of about 510 positions globally, including 370 positions in Finland, targeting annual cost savings of approximately EUR 65 million.

The new organization took effect on 1 May 2025. Many employees experienced changes in roles and reporting lines, creating both adjustments and new opportunities. The change process was carried out in close collaboration with local employee representatives and Works Councils.

Managers received support and training to lead through change, encouraging active interaction with team members during the change. Employees were offered locally tailored support. Those leaving the company were provided outplacement services and voluntary financial support. Communication regarding the change process was provided to all employees on a regular basis.

At the end of 2025 Neste employed an average of **5,281<sup>1)</sup>** employees with approximately **601** new employees globally, of whom approximately **61%** were in permanent positions.

<sup>1)</sup>The number in the Financial statements is reported as an average and does not include temporary hourly workers.



### **Building success together**

Neste's culture is based on its values — we care, we have courage and we cooperate. We believe in open communication, continuous learning and active dialog and collaboration to strengthen engagement and performance.

Our Smart Work guidance, updated in 2025, promotes an office-first approach that enhances teamwork while allowing flexibility for remote work where suitable.

Following the restructuring, a shorter employee pulse survey was conducted in October 2025. The results showed a response rate of 84% (2024: 70%) and an engagement favorability of 52% (2024: 40%). The pulse survey results are systematically discussed across Neste and translated into tangible actions at all levels.

Collaboration and dialog with employee representatives continued in line with local labor laws and collective agreements. Neste maintains established cooperation bodies in its main operating countries, including Finland, the Netherlands and Singapore. In 2025, a European Works Council (EWC) was established following collaborative negotiations with employee representatives from European countries.

### **Continuous improvement and learning**

To strengthen our business performance and continuous development, learning is part of our everyday work. Employees and managers review the progress of the annual business and development goals regularly in development discussions, known as Forward discussions. In 2025, the focus was on clarifying roles and responsibilities, and setting clear goals and priorities in line with the performance improvement program. Business-critical training continued, while other global training programs were postponed.

To ensure safety, ethical integrity and compliance with global regulations, Neste provides mandatory training assigned company-wide or to role specific target groups. These trainings supports our employees to remain aware and compliant, and are critical for maintaining our license to operate as a listed company. Completion rates for key compliance trainings are regularly reported to the Board's Audit and the Ethics and Compliance Committees, demonstrating our commitment to upholding the highest standards. In 2025, mandatory company-wide training included Annual cyber safety essentials and Code of conduct, alongside role-specific training.

Our digital learning platform We Learn continues to provide multiple learning opportunities for all employees, emphasizing everyone's opportunity to take ownership of their personal development. The average time spent in learning programs per employee in 2025 was 17.7 hours.

### **Wellbeing at work**

Safety is the foundation of health and wellbeing at Neste. Our wellbeing model and Occupational Health Principle guide activities across the organization in line with local legislation and requirements.

In 2025, Neste supported employee wellbeing through global and local initiatives, including webinars, team sessions and individual support where necessary.

 Read more in [the Sustainability data package](#)

# Safety

In 2025, Neste renewed its safety vision, *Creating safety together*, to emphasize that safety is continuously created by everyone.

Creating safety together means combining actions, experience, skills and safeguards to ensure business success every day.

Our safety ambition is to ensure our operations are continually free from fatalities, serious injuries, occupational illnesses, major accidents and compliance incidents.

The renewed vision was launched during Neste Safety Week 2025. The global and local events brought employees and partners together to discuss what the new vision means in practice. We also celebrated excellence in safety by presenting Contractor Safety Awards to outstanding partners across our global operations.

Systematic improvement in safety management continued throughout the year. The *Creating safety together* roadmap had four focus areas: safety leadership; fatality and major accident prevention; learning from experience; and compliance assurance.

As part of our commitment to *Creating safety together*, Neste strengthened its safety management practices. Demonstrating this commitment, the CEO leads quarterly safety reviews focused on site-specific safety performance, risk management and proactive actions. These reviews facilitate open discussion of concerns and promote learning from both incidents and successful safety initiatives, driving continual improvement at all levels.

We take a holistic view of safety. Neste's safe days indicator measures days without incidents such as occupational accidents, process safety events, fires and leaks, environmental non-compliances, marine safety incidents or traffic accidents.

## Creating safety together



In 2025, the number of safe days was

**296**

(2024: 278),

and the number of safety incidents was

**72**

(2024: 108).

## Safety of people

The safety of our employees, partners and local communities is paramount. We are committed to maintaining workplaces free from fatalities, serious injuries and occupational illnesses.

In 2025, we continued to strengthen fatality prevention by ensuring that critical safety controls were in place and effective. Work also progressed to harmonize safe work practices for high-risk tasks such as confined space entry and excavations. Cross-site collaboration has promoted sharing of best practices and learning across locations. In 2025, 1,610 targeted field verifications were conducted.

Creating safety together with our contractors and suppliers is vital to our operations. Contractor safety performance is included in Neste's safety statistics and improved through careful selection, performance evaluation and mutual feedback.

Neste achieved a year without any fatalities or serious injuries as defined by the International Association of Oil & Gas Producers (IOGP) Fatality and Permanent Impairment guidelines. Our Total Recordable Injury Frequency (TRIF), including contractors, was 2.1 (2024: 2.2), which did not meet the target level of 1.8. Contractor TRIF performance was 1.8.

## Process safety

High performance in process safety is central to Neste's operations. Our aim is to ensure that hazardous substances and energy within processes are managed safely. We achieve this through safe design, asset integrity management and safe operations.

In 2025, we launched a group-wide five-year process safety improvement program. The program focuses on four areas: process hazard analysis and risk management; asset integrity; process safety safeguards; and process safety competence.

Our Process Safety Event Rate (PSER), covering tier 1 and tier 2 events, was 0.9 (2024: 1.3), which met the 2025 target level of 1.0. Process safety performance is measured in accordance with the American Petroleum Institute (API) standards.

**Total Recordable Injury Frequency (TRIF)**

**2.1**

(2024: 2.2)

**Process Safety Event Rate (PSER)**

**0.9**

(2024: 1.3)

## Product and chemical safety

Neste's Product and Chemical Safety Principle covers a wide variety of regulatory requirements and their practical implementation at Neste. In 2025, we continued extensive work to ensure compliance with chemical and product safety regulations. This included updating REACH registration dossiers and safety data sheets, particularly in connection with new projects such as the Rotterdam refinery expansion.

We also strengthened the monitoring of global regulatory changes and improved internal processes for documenting and reporting chemical substances and mixtures across Neste's value chain.

Chemical safety training and awareness raising included a specific focus on safety of Neste's own employees working with liquefied waste plastic.

## Environmental safety

In 2025, Neste focused on implementing its updated Environmental Management Principle across all operations to further strengthen environmental performance and management practices. Regular monitoring of environmental quality continued at relevant sites and their surrounding areas, covering air quality, groundwater monitoring and marine environments.

All Neste refineries, as well as terminals, storage facilities and service stations in Finland and the Baltics, are certified in accordance with the ISO 14001 environmental management standard.

Neste is committed to operating responsibly and in compliance with environmental regulations. In 2025, we recorded 9 environmental permit or regulatory limit value exceedances across all operations. In all cases, the environmental impact was assessed to be limited.

Five penalty orders on the Rotterdam refinery, issued between 2022 and 2024, remained under active authority scrutiny and process throughout 2025. Of these five penalty orders, three led to penalties being forfeited in 2025, amounting to a total monetary value of 155 thousand euros. One penalty under order related to flaring has been suspended in a legal injunction procedure in December 2025. Neste is applying for amendment to the environmental permit on this topic.

Investigations initiated by the authorities during 2023 and 2024 concerning Rotterdam refinery's non-compliant flaring and volatile organic compound (VOC) emissions are still pending.

Neste strives for timely execution of all orders subject to penalty, although Neste has contested the legality of some of these. We take every case seriously and act to address any non-compliance. Close collaboration with the authorities is a key part of our approach, ensuring issues are resolved effectively and operations remain in line with regulatory requirements.

## Incident at Hanko shoreline, Finland

In January 2025, an incident involving an unidentified fatty-like substance was reported along the shoreline of the Hanko peninsula in Finland. Subsequent analysis confirmed the material to be a mixture of organic vegetable and animal fats.

Neste immediately launched its own investigation and announced that the offshore spill could have originated from a vessel chartered by the company. Neste assumed full responsibility for the clean-up operations in the affected area, even though the origin of the spill was uncertain.

The remediation was carried out in close cooperation with the authorities, the City of Hanko, WWF Finland and volunteers. Together, we ensured effective and timely restoration of the affected shoreline. After the completion of the clean-up, the competent authority confirmed that the risk of further pollution and serious harm to health or the environment had been prevented. In the authorities' inspection, the origin of the spill remained unverified.

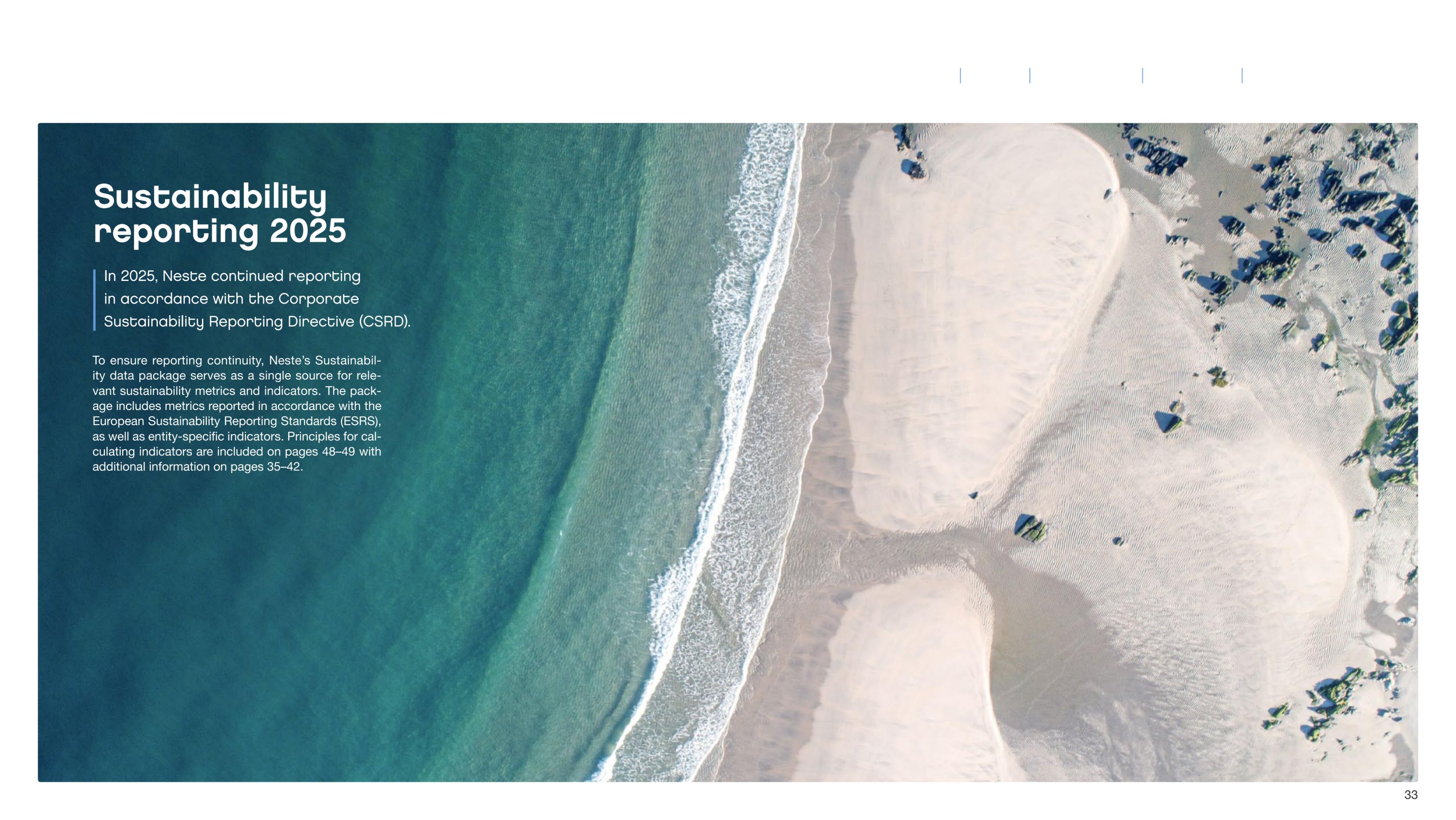
 Read more about [safety](#)

 Read more in [the Sustainability data package](#)



# Sustainability data package

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# Sustainability reporting 2025

In 2025, Neste continued reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD).

To ensure reporting continuity, Neste's Sustainability data package serves as a single source for relevant sustainability metrics and indicators. The package includes metrics reported in accordance with the European Sustainability Reporting Standards (ESRS), as well as entity-specific indicators. Principles for calculating indicators are included on pages 48–49 with additional information on pages 35–42.

## Reporting frameworks and guidelines

We are committed to the UN Global Compact (UNGC), United Nations Guiding Principles on Human Rights (UNGP) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Neste follows the OECD Guidelines for Multinational Enterprises and guidelines for good governance. Neste has been a signatory of the UNGC Principles since 2014. Our Communication of Progress with Global Compact Principles for 2025 information will be reported via the UNGC portal.

Our reporting meets the requirements of the European Sustainability Reporting Standards (ESRS) as set out in the Commission Delegated Regulation (EU) 2023/2772 and the Finnish Accounting Act 1997/1336. The information is disclosed in the Sustainability statement in the Review by the Board of Directors.

Neste is committed to applying the Task Force on Climate-related Financial Disclosures (TCFD) reporting principles from 2019 to disclose climate-related financial risks and opportunities in the reporting. Climate-related financial disclosures are mainly covered in the Sustainability statement as part of the Review by the Board of Directors. [The TCFD index](#) of this report helps navigate to content relevant for the requirements of California Health and Safety Code § 38533 on climate related financial risks.

In addition, Neste discloses selected indicators from the SASB Oil & Gas Refining and Marketing and Biofuels Standards where applicable. Neste follows the development and adoption of relevant reporting frameworks, such as the ISSB Standards. By applying the ESRS, TCFD reporting principles, and SASB Standards where relevant, Neste expects to be well aligned with the ISSB Standards.

Neste does not disclose a separate GRI index in 2025, but refers to the reporting principles of the GRI Standards for relevant metrics. Sector-specific disclosures are integrated in the Sustainability data package, where relevant.

Our financial reporting complies with the international IFRS accounting standards, and governance-related reporting complies with the legislation on listed companies and the Finnish Corporate Governance Code.

Changes to information disclosed in previous years (incl. restatements) or calculation principles are communicated in connection with the relevant indicators. The definitions and calculation principles of reported indicators are presented under “Principles for calculating the key indicators”.

## Third-party assurance

An independent third party, KPMG Oy Ab, has conducted a limited assurance on the numerical sustainability indicators in the Value creation table and Performance in figures pages of the report.

## Scope

This report covers the period from 1 January 2025 to 31 December 2025. The Annual Report is published annually. The scope of consolidation of sustainability reporting is the same as for the financial statements, except for joint operations, joint ventures and associates outside of Neste’s operational control, which are excluded. Entities which are subsidiaries or controlled similarly to subsidiaries are fully included in the reporting scope. Joint operations, joint ventures and associates, including Martinez Renewables, are treated as part of Neste’s value chain and excluded from information related to Neste’s own operations, as they are not in Neste’s operational control. The reporting of safety information also covers service providers and contractors. Individual exceptions are communicated in connection with the relevant indicators.

The Annual review and Sustainability data package are available in English as a pdf at [neste.com](https://neste.com). The Review by the Board of Directors, including the Sustainability statement, the Corporate Governance Statement and the Financial statements are available also in Finnish.



# Value creation

## Input

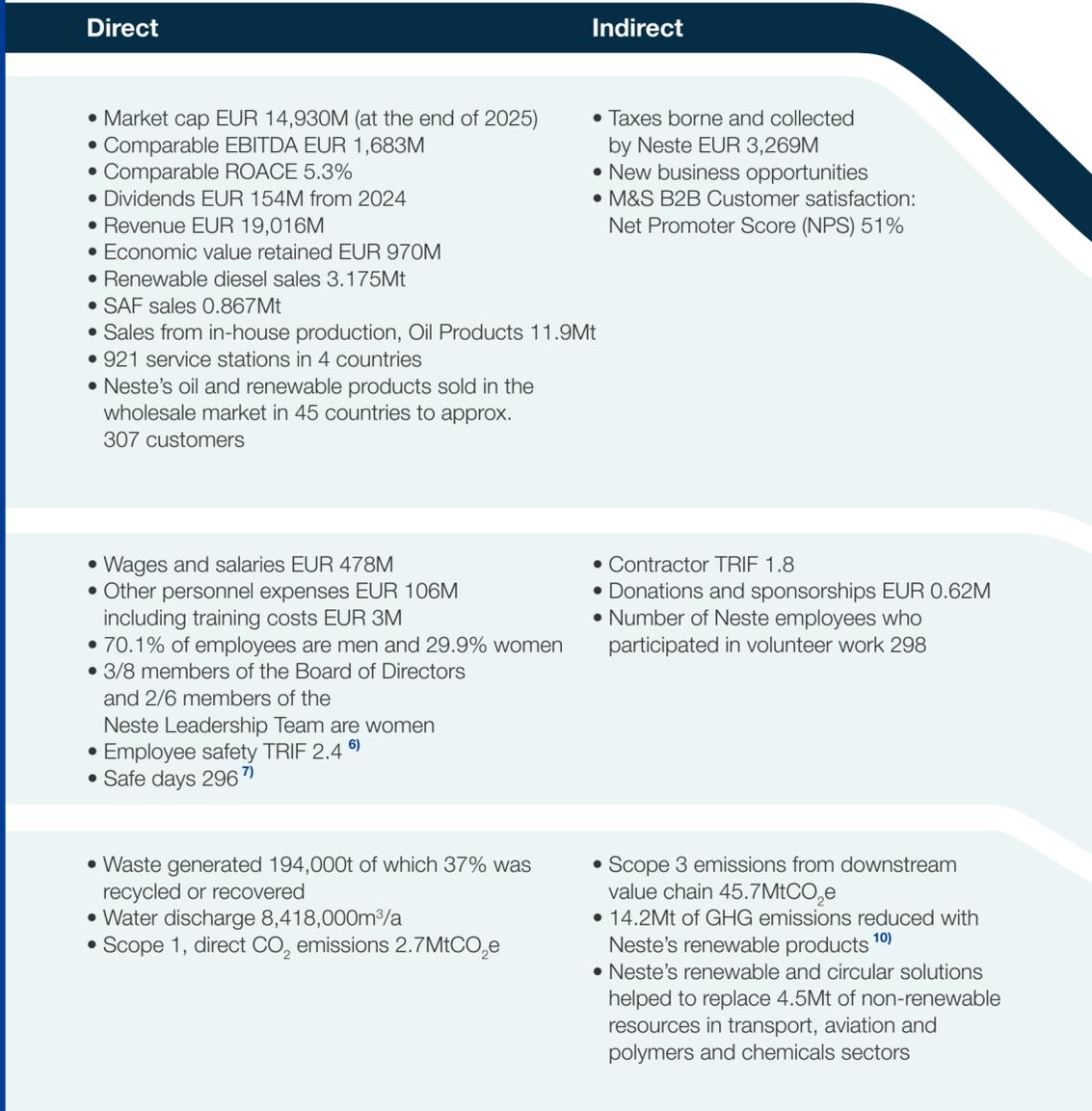


**Neste is the world's leading producer of renewable diesel and sustainable aviation fuel (SAF), with production on three continents. The company's renewables production capacity is expected to reach 6.8 million tons annually in 2027.**

**Neste also produces high-quality oil products at its Porvoo refinery in Finland. The company has a network of nearly 1,000 fuel stations with expanding service offering, such as EV charging, in Finland and in the Baltics.**

**Neste's strategy focuses on growth in renewable fuels, which help Neste's customers reduce their greenhouse gas emissions.**

## Output



## Outcome



<sup>1)</sup> Includes natural gas and industrial gas suppliers. <sup>2)</sup> Includes goods and services that are not included in the sourcing and delivery of crude oil and other fossil raw materials or renewable and recycled raw materials. <sup>3)</sup> Annual average number of employees. <sup>4)</sup> Leaving rate affected by organizational change. <sup>5)</sup> Full-time equivalent (FTE). <sup>6)</sup> Total Recordable Injury Frequency <sup>7)</sup> A day without a TRI accident, process safety events, fire or ignition, breach of environmental permit, or traffic accident. <sup>8)</sup> Palm fatty acid distillate <sup>9)</sup> The volumes are presented in millions of tons. The share of the volumes are calculated from exact figures, and the rounded figures presented may therefore deviate from the share of volumes disclosed. <sup>10)</sup> Compared to fossil fuel. Calculation principles can be found [on page 48](#).

[Information on Neste's tax footprint on our website](#)

## Performance in Figures: Climate and the environment

Related priority SDGs



### Climate targets and indicators

	2025	2024	2023
<b>Carbon handprint:</b> Help Neste's customers to reduce their greenhouse gas emissions by at least 20 million tons annually by 2030 with renewable and circular solutions			
Reduced GHG emissions by Neste customers with Neste's renewable products during the reporting year (compared to fossil fuel), MtCO <sub>2</sub> e <sup>1)</sup>	14.2	12.1	11.0
<b>Scope 1 &amp; 2:</b> Reduce GHG emissions in Neste's own operations by 24% by 2030, 50% by 2035, and 80% by 2040 compared to 2019 baseline			
Absolute scope 1 & 2 GHG emissions, MtCO <sub>2</sub> e <sup>2)</sup>	3.1	2.7	2.8
<b>Scope 3:</b> Reduce the use-phase emission intensity of sold products by 50% by 2040 compared to 2020 levels			
Use-phase emission intensity, gCO <sub>2</sub> e/MJ <sup>3)</sup>	54	54	58

### Emissions into the air, tons

	2025	2024	2023
Direct CO <sub>2</sub> emissions (scope 1) <sup>2)</sup>	2,669,000	2,290,000	2,291,000
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	94	94	90
Indirect GHG emissions (scope 2, location-based) <sup>2)</sup>	466,000	470,000	503,000
Indirect GHG emissions (scope 2, market-based) <sup>2)</sup>	412,000	393,000	463,000
Other indirect GHG emissions (scope 3) <sup>2)</sup>	51,590,000	56,490,000	58,000,000
Purchased goods and services	5,070,000	7,390,000	5,800,000
Fuel- and energy-related activities	90,000	100,000	<50,000
Upstream transportation and distribution <sup>4)</sup>	670,000	820,000	2,000,000
Waste generated in operations	30,000 <sup>5)</sup>	310,000	400,000
Downstream transportation and distribution <sup>6)</sup>	590,000	720,000	700,000
Use of sold products	42,240,000	45,070,000	47,700,000
End-of-life treatment of sold products	1,110,000	900,000	1,100,000
Investments	1,790,000	1,180,000	-
VOC	3,270	3,540	2,380
NOX	1,430	1,170	1,210
SO <sub>2</sub>	1,650	1,570	2,470
Particulate matter	83	67	72

Calculation principles can be found [on page 48](#)

<sup>1)</sup> Calculation principles can be found on page 48. Includes Neste-sold volumes from the joint operation Martinez Renewables.

<sup>2)</sup> Scope of reporting aligned with the European Sustainability Reporting Standards (ESRS). 2025 and 2024 data is not comparable with 2023 disclosures.

<sup>3)</sup> Use-phase emission intensity is calculated by dividing the GHG emissions from the use of fuel products sold by Neste (part of scope 3) with the total amount of sold energy (gCO<sub>2</sub>e/MJ)

<sup>4)</sup> Part of upstream transportation emissions are accounted in other categories.

<sup>5)</sup> Use of primary data and change in methodology in 2025

<sup>6)</sup> Part of downstream transportation emissions are accounted in other categories.

## Performance in Figures: Climate and the environment

	2025	2024	2023
<b>Energy use</b>			
Total energy consumption, MWh <sup>2)</sup>	13,564,000	12,272,000	12,600,000
Share of fossil sources in total energy consumption, %	80	80	-
Share of consumption from nuclear sources in total energy consumption, %	5	0	-
Share of renewable sources in total energy consumption, %	15	20	16
Total energy consumption per net revenue, MWh/MEUR <sup>2)</sup>	713	595	610
Energy efficiency, energy saving measures, GWh	39.7	43.8	27.2
<b>Water, m<sup>3</sup>/a</b>			
Total water withdrawal by source	9,298,000	8,921,000 <sup>7)</sup>	9,562,000 <sup>7)</sup>
Process water & other water use			
Surface water	7,866,000	7,489,000	8,485,000
Third-party water (municipal)	1,432,000	1,431,000 <sup>7)</sup>	1,077,000 <sup>7)</sup>
Total water discharge by destination	8,418,000	9,109,000 <sup>7)</sup>	8,720,000
Surface water	152,000	147,000	148,000
Seawater	7,454,000	8,162,000 <sup>7)</sup>	8,024,000
Third-party water (municipal)	813,000	800,000	548,000
<b>Effluents to water, tons</b>			
Effluents of oil to water	0.5	1.7 <sup>7)</sup>	1.8
Chemical oxygen demand	197	190	235
Effluents of nitrogen to water	14	15	18
Effluents of phosphorus to water	1.7	1.6	1.2

Calculation principles can be found [on page 48](#)

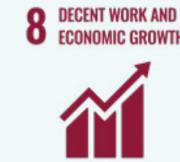
<sup>2)</sup> Scope of reporting aligned with the European Sustainability Reporting Standards (ESRS). 2025 and 2024 data is not comparable with 2023 disclosures.

<sup>7)</sup> Figure revised

	2025	2024	2023
<b>Waste generated, tons</b>			
Non-hazardous	53,500	52,600	71,200
Preparation for reuse	4,400	1,500	1,400
Recycling	24,700	23,200	170
Other recovery operations	19,900	22,800	63,800
Incineration (with energy recovery)	1,500	2,200	2,200
Incineration (without energy recovery)	100	200	320
Landfill	900	2,200	3,300
Other disposal operations	1,900	400	40
Hazardous	140,300	199,900	230,000
Preparation for reuse	1,000	1,600	1,400
Recycling	18,900	11,200	5,800
Other recovery operations	2,800	2,800	14,200
Incineration (with energy recovery)	110,000	92,200	87,800
Incineration (without energy recovery)	2,600	7,300	5,200
Landfill	500	1,000	4,700
Other disposal operations	4,500	84,000	111,000
<b>Environmental safety</b>			
Emission limits and overruns: Deviations from environmental permits	Permit violations: 9, of which 1 in OP, 8 in RP and 0 in M&S	Permit violations: 15, of which 3 in OP, 11 in RP and 1 in M&S	Permit violations: 13, of which 6 in OP, 6 in RP and 1 in M&S
Number and magnitude of significant releases	2pc / 11t + 12m <sup>3</sup>	6pc / 1,674m <sup>3</sup>	1pc / 60m <sup>3</sup>
Availability of pollution prevention technology on average at refineries, terminals and retail sites, %	93	92	91

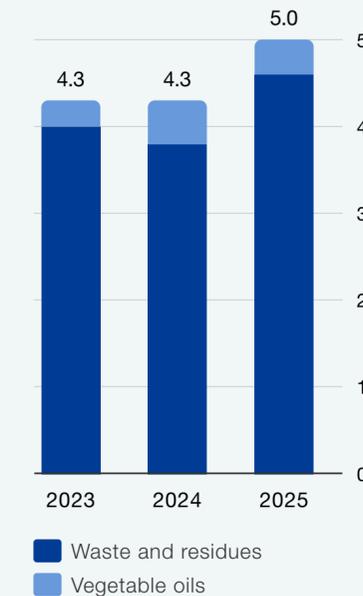
# Performance in Figures: Supply chain and raw materials

Related priority SDGs

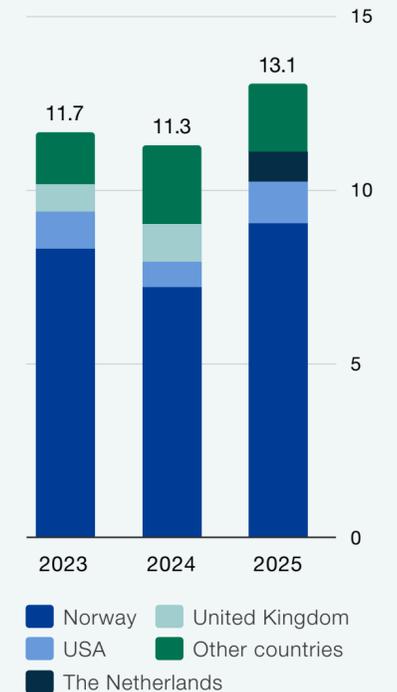


Supply chain and raw materials	2025	2024	2023
Business partners who have committed to Neste's minimum sustainability requirements covered in the Supplier Code of Conduct or equivalent <sup>1)</sup>	100% of the renewable and recycled raw material volumes, 93% of the crude oil and fossil raw materials volumes and 92% of overall indirect contracted spend	100% of the renewable and recycled raw material volumes, 81% of the crude oil and fossil raw materials volumes and 91% of overall indirect contracted spend	100% of the renewable raw material volumes, 86% of the crude oil and fossil raw materials volumes and 91% of overall indirect contracted spend
Renewable raw material inputs globally, Mt <sup>2)</sup>	5.0	4.3	4.3
Share and total volume of waste and residue raw material inputs globally <sup>2)</sup>	95% 4.6Mt	90% 3.9Mt	92% 4.0Mt
Amount of non-renewable resource use that Neste's renewable and circular solutions helped replace in transport, aviation and polymers and chemicals sectors, Mt <sup>3)</sup>	4.5	4.0	3.0
Number of all renewable raw material suppliers	527	624	614
Number of renewable raw material suppliers' sustainability assessments and their outcome <sup>4)</sup>	Total: 300 New approved suppliers: 135 All approved: 235 Pending: 59 Rejected: 6	Total: 222 New approved suppliers: 104 All approved: 170 Pending: 48 Rejected: 4	Total: 388 New approved suppliers: 249 All approved: 279 Pending: 102 Rejected: 7
New renewable raw material suppliers evaluated using sustainability criteria, %	100	-	-
Number of new fossil raw material suppliers sustainability assessments	10	36	46
Number of sustainability audits conducted	36	141	154
Crude oil and fossil raw material sourcing, total and by country, Mt	13.1	11.3	11.7
Norway	9.1	7.2	8.3
US	1.2	0.8	1.1
Netherlands	0.9	0.5	0.3
Other countries	2.0	2.9	2.0

**Renewable raw material inputs, million tons**



**Crude oil and Fossil raw material sourcing, total and by country, million tons**



<sup>1)</sup> After the assessment of the supplier's or business partner's own policies and principles, Neste may agree that compliance with their own code of conduct is sufficient for the purpose of complying with the Neste Supplier Code of Conduct.

<sup>2)</sup> The volumes are presented in millions of tons. The share of the volumes are calculated from exact figures and consequently the rounded figures presented may deviate from the share of volumes disclosed. Includes Neste's share of raw material inputs for Martinez Renewables joint operation.

<sup>3)</sup> Calculation principles can be found on page 48.

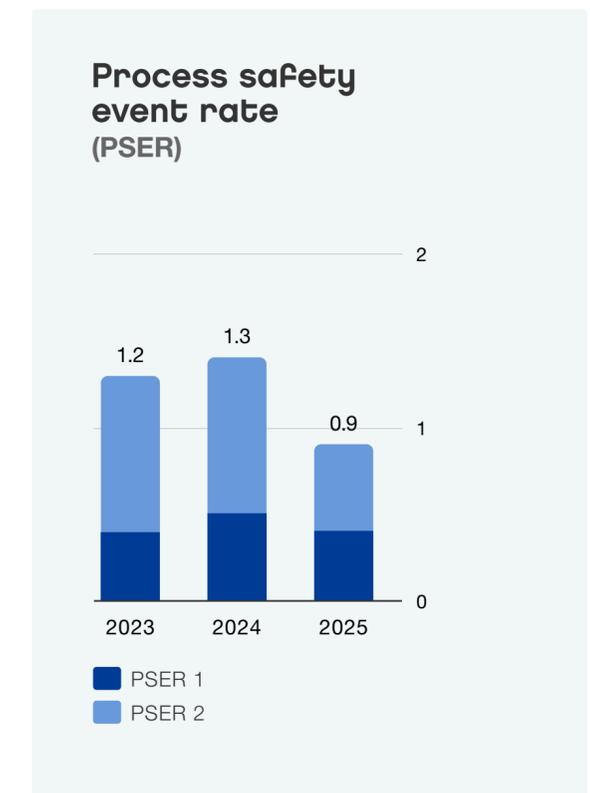
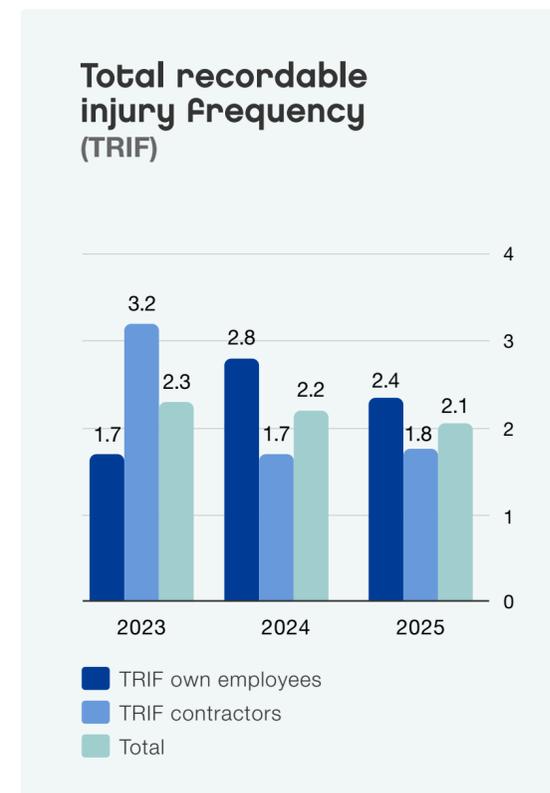
<sup>4)</sup> Figures include existing suppliers, which undergo a sustainability assessment process every 3–5 years. Supplier data includes only main contractual parties, excluding second-tier suppliers.

Calculation principles can be found [on page 48](#).

# Performance in Figures: Safety



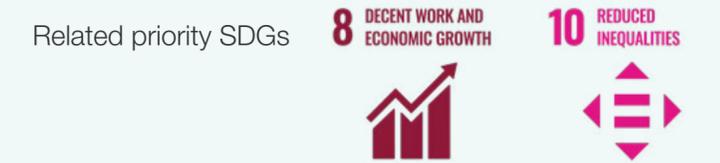
Safety	2025	2024	2023
Total recordable injury frequency (TRIF) total <sup>1)</sup>	2.1	2.2	2.3
TRIF own employees	2.4	2.8	1.7
TRIF contractors	1.8	1.7	3.2
Lost workday injury frequency (LWIF) total	1.4	1.4	1.8
LWIF own employees	1.4	1.7	1.1
LWIF contractors	1.3	1.2	2.8
Process safety event rate (PSER) total	0.9	1.3	1.2
PSER 1	0.4	0.5	0.4
PSER 2	0.5	0.9	0.9
Safe days <sup>2)</sup>	296	278	278
Fatalities	0	0	0



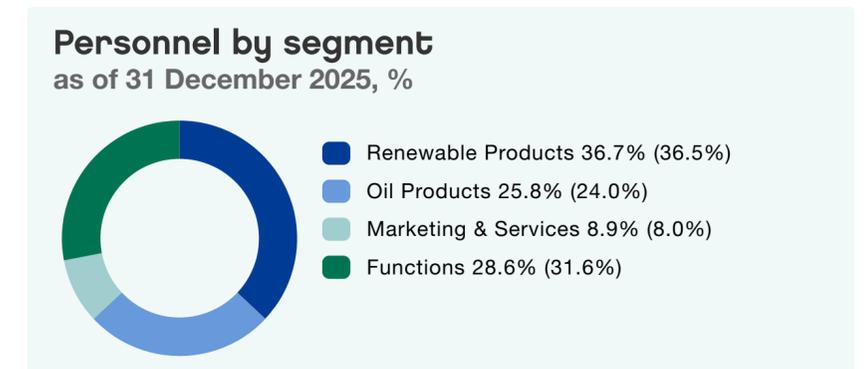
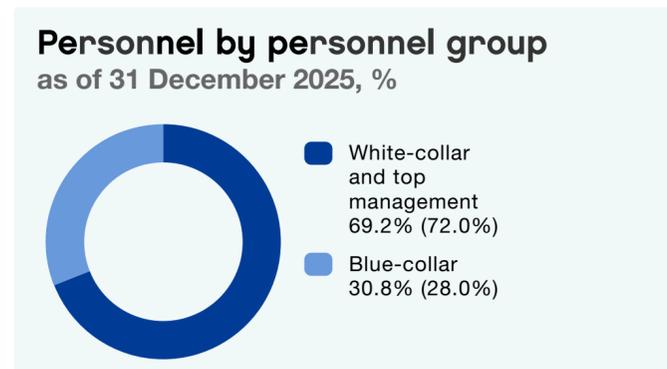
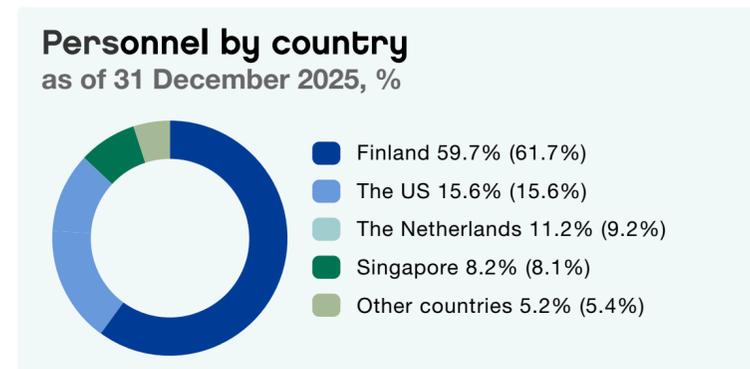
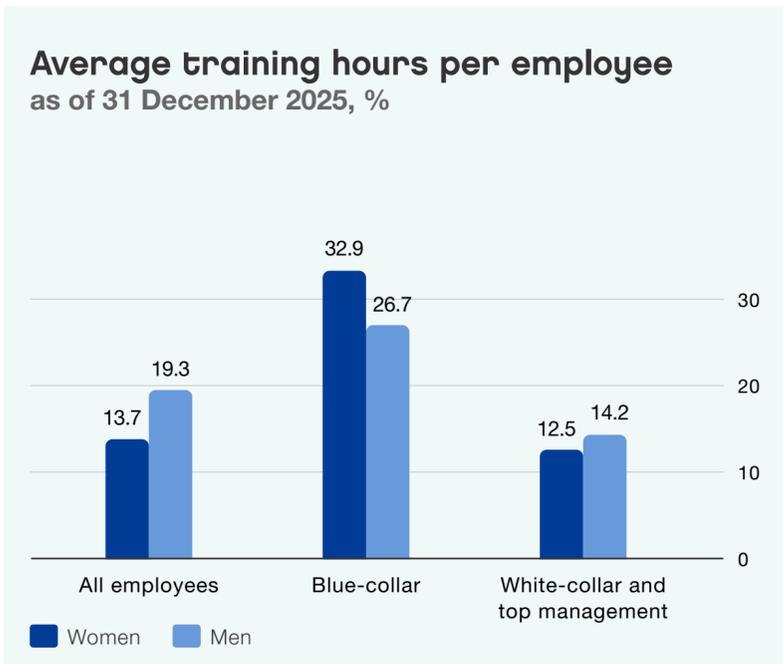
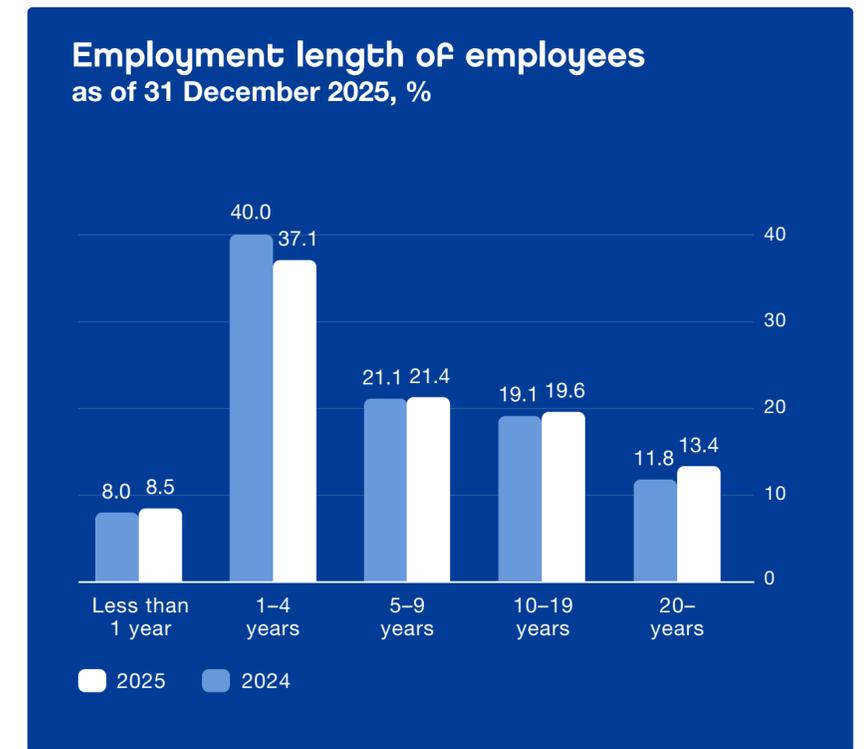
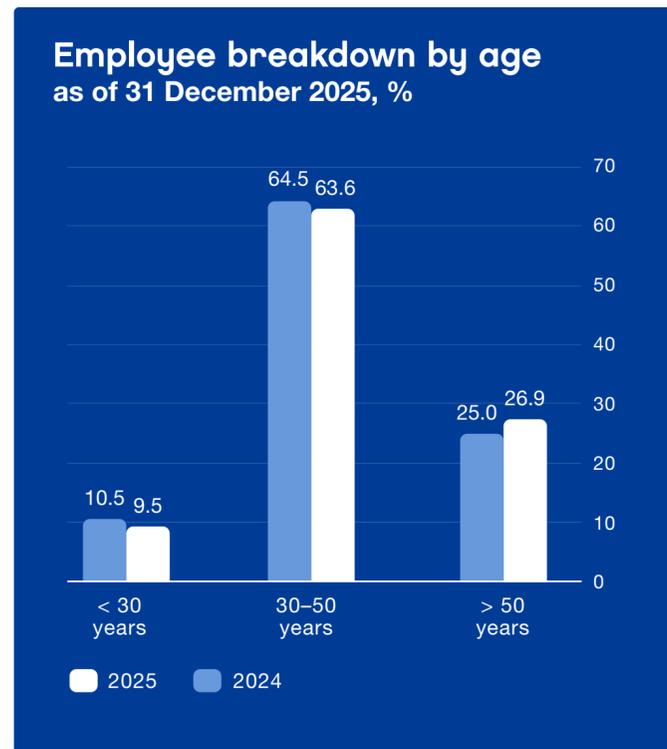
<sup>1)</sup> Total Recordable Incident Frequency, number of cases per million hours worked. Includes both Neste's and contractors' personnel. Excludes green-field expansion projects where Neste is not responsible for the construction site.

<sup>2)</sup> A day without any personal safety accident (TRI), process safety incident (PSE 1 and PSE 2), fires, leaks, environmental permit violations, traffic accidents or marine safety incidents.

# Performance in Figures: People



Our people	2025 (2024)
Employee engagement	Employee engagement favorability 52% (40%) <sup>1)</sup>
Response rate to employee engagement survey, %	84 (77)
Hiring rate of employees, %	12.2 (11.3) <sup>2)</sup>
Leaving rate of employees, %	22.8 (21.2)
Recorded average training hours per FTE	17.7 (18.5)
Multi-country teams, %	20 (23)
Collective bargaining agreement coverage, % <sup>3)</sup>	71 (65)
Women to men pay ratio, % <sup>3)</sup>	99



<sup>1)</sup> Comparative figure revised due to new methodology for calculating engagement score.  
<sup>2)</sup> Comparative figure revised to include all employees.  
<sup>3)</sup> Calculation principles can be found on page 48.  
<sup>4)</sup> The number in the Financial statements is reported as an average and does not include temporary hourly workers.

## Performance in Figures: People

Employee distribution and turnover as of 31 December 2025, %

	Total		Finland		USA		Singapore		The Netherlands		Other countries	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
<b>All employees</b>	29.9	70.1	33.1	66.9	21.8	78.2	28.6	71.4	14.6	85.4	53.3	46.7
under 30	3.3	6.3	3.9	6.5	1.9	6.1	1.7	5.9	1.4	6.8	5.8	3.9
30–50	19.1	44.4	20.2	42.4	14.1	43.5	22.7	54.7	10.1	53.9	36.2	34.6
over 50	7.5	19.4	8.9	18.2	5.7	28.7	4.2	10.8	3.1	24.7	11.3	8.2
<b>Hiring rate of permanent employees, all</b>	10.1	13.1	10.4	10.9	10.1	16.4	5.2	11.7	7.4	20.5	13.1	5.8
<b>Proportion of permanent hires</b>	24.6	75.4	31.9	68.1	14.7	85.3	15.0	85.0	5.8	94.2	72.0	28.0
under 30	13.5	27.8	21.5	38.2	4.3	19.8	2.5	17.5	1.0	11.7	24.0	16.0
30–50	9.0	35.1	8.2	22.1	7.8	44.8	10.0	65.0	3.9	58.3	44.0	12.0
over 50	2.2	12.5	2.2	7.9	2.6	20.7	2.5	2.5	1.0	24.3	4.0	0.0
<b>Leaving rate of permanent employees, all</b>	26.8	21.1	28.3	21.6	27.4	16.4	23.3	19.3	19.8	9.1	21.9	33.3
<b>Proportion of permanent leavers</b>	35.1	64.9	39.3	60.7	21.8	78.2	32.5	67.5	27.1	72.9	42.9	57.1
under 30	7.1	13.5	9.8	17.0	1.9	10.9	1.2	2.4	3.4	6.8	5.7	5.7
30–50	20.4	37.3	21.1	30.8	15.2	49.3	26.5	53.0	18.6	40.7	24.3	45.7
over 50	7.6	14.0	8.4	13.0	4.7	18.0	4.8	12.0	5.1	25.4	12.9	5.7
<b>Permanent employees</b>	27.7	61.1	31.5	64.2	14.8	32.2	28.6	70.9	14.4	84.9	51.0	45.5
<b>Temporary employees</b>	0.7	0.9	1.0	1.2	0.1	0.0	0.0	0.5	0.2	0.5	1.9	0.8
<b>Non-guaranteed hours employees</b>	1.5	8.1	0.6	1.5	6.9	46.0	0.0	0.0	0.0	0.0	0.4	0.4
<b>Full-time employees</b>	28.2	68.1	30.8	64.3	21.8	78.2	28.6	71.4	11.7	81.8	52.1	46.3
<b>Part-time employees</b>	1.7	2.0	2.2	2.7	0.0	0.0	0.0	0.0	2.9	3.6	1.2	0.4

Information on employees and governance bodies by gender ratio as of 31 December 2025, %

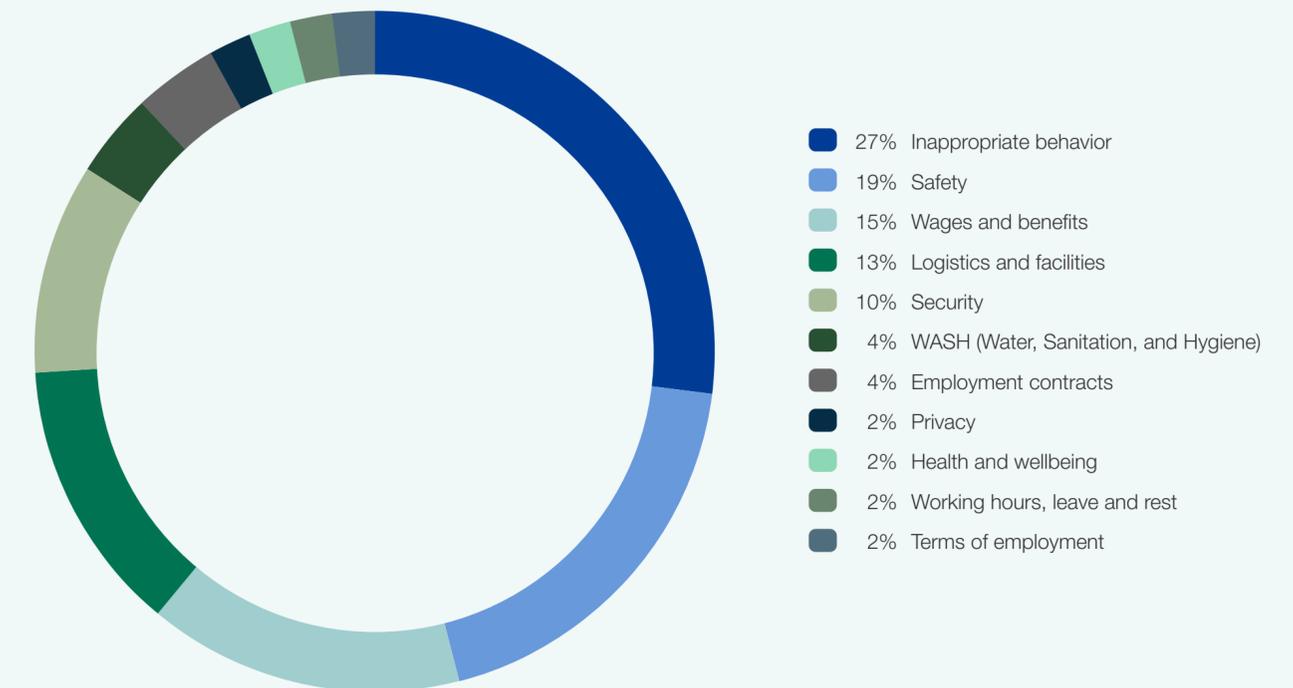
	Women		Men	
	2025	2024	2025	2024
All employees	29.9	31.3	70.1	68.7
Blue-collar	5.8	5.7	94.2	94.3
White-collar and top management	40.6	41.2	59.4	58.8
Managers	29.7	29.3	70.3	70.7
Top management	28.3	33.3	71.7	66.6
Neste Leadership Team	33.3	11.1	66.7	88.9
Board of Directors	37.5	33.3	62.5	66.7

# Performance in Figures: Human rights



Human rights	2025 (2024)
Human Rights Due Diligence (HRDD) <sup>1</sup> carried out for key business areas/functions.	Four major assessments/initiatives undertaken in 2025: 1) Corporate-wide assessment to review Neste's salient human rights issues and mitigation actions. 2) Collaboration with third-party experts to conduct three on-the-ground human rights risk assessments, focused on salient issues in Neste's high risk supply chains. 3) Human rights due diligence maturity assessments completed for Neste's offices, owned pre-treatment facilities and ground transportation. 4) Living wage gap assessments completed for Neste's own employees globally.
Employee training on modern slavery and human rights policies and procedures	4,735 (478) of Neste employees, including 100% (67%) of new hires <sup>2</sup> received training on forced labor and Neste's human rights policies and processes, through the company's Code of Conduct e-learning during 2025. 100% (100%) of Neste Group security personnel received formal training on Neste human rights policies through Neste's Code of Conduct e-learning.

Complaints received through site-level We Care channels for third-party workers at Neste refineries as of 31 December 2025, %



In 2025<sup>3</sup>, 48 (78) complaints were received via site-level We Care channels for third-party workers at Neste refineries in Porvoo, Rotterdam and Singapore. Neste takes all complaints seriously and investigates all cases. All channels can be used anonymously and complaints are handled confidentially and without fear of retaliation.

<sup>1</sup> HRDD refers to any activities carried out to identify, assess, address, prevent or mitigate forced labor risks, such as developing internal processes, carrying out impact assessments, risk mapping, gap assessments, etc.  
<sup>2</sup> Excluding Mahoney Environmental Solutions  
<sup>3</sup> Rotterdam Capacity Growth Project included for the first time in 2025

# Neste's grievance ecosystem

Neste's grievance ecosystem is implemented in accordance with the UNGP Effectiveness Criteria and EU Corporate Sustainability Due Diligence Directive

## Rightsholders

Individuals or social groups who may be impacted by Neste's business activities

## Channels

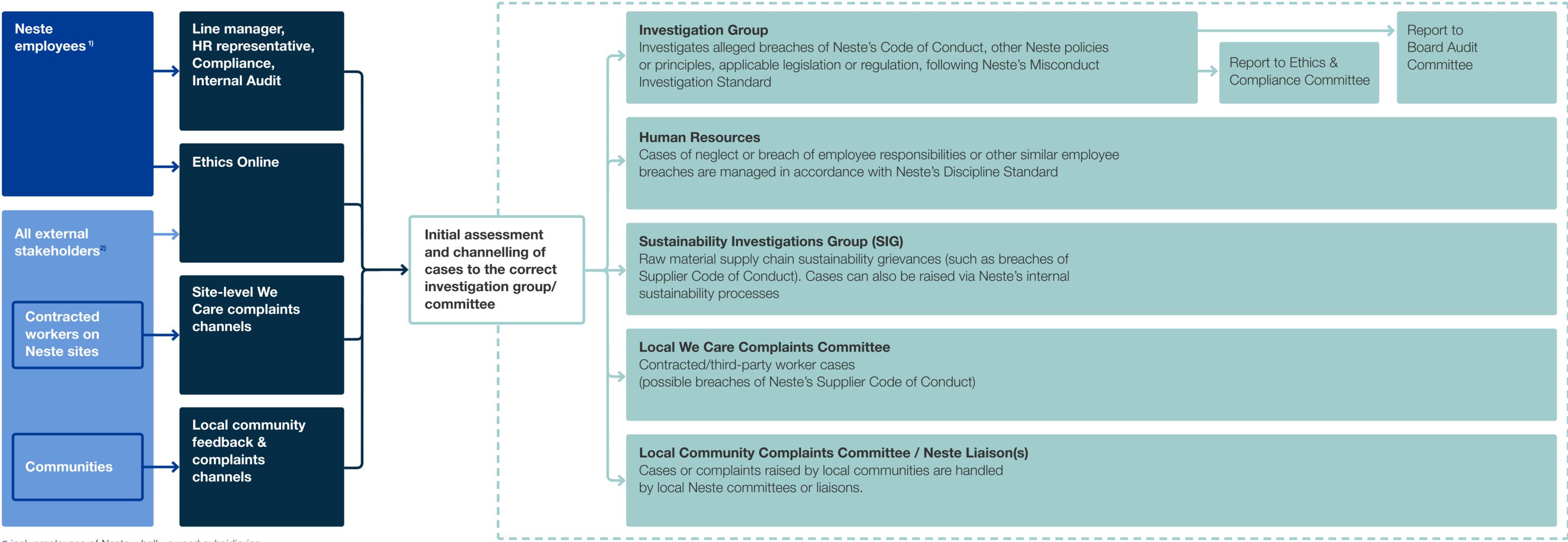
Complaints can be raised anonymously, and are handled confidentially and without fear of retaliation

## Initial assessment - Delegation - Investigation

Case investigation follows Neste's internal standards and guidelines; Investigation approach and lead are decided depending on the nature of the case; Communication with the person reporting the allegation or concern is done in accordance with applicable laws

## Resolution and decision - Documentation and reporting

Case resolution and decision (incl. agreed actions or non-cases) are documented following applicable practices; Communication with the person reporting the allegation or concern is done in accordance with applicable laws



<sup>1)</sup> incl. employees of Neste wholly-owned subsidiaries  
<sup>2)</sup> incl. individuals, business partners, NGOs, contracted workers, communities

# TCFD Recommendations Disclosure

TCFD Recommendations Disclosure		Location in the report
<b>Governance</b> Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate related risks and opportunities.	<a href="#">56</a> , <a href="#">60</a> , <a href="#">87–88</a>
	b) Describe management's role in assessing and managing climate related risks and opportunities.	<a href="#">60</a> , <a href="#">62</a> , <a href="#">88</a>
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">69–71</a> , <a href="#">91</a> , <a href="#">103–105</a>
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<a href="#">90</a> , <a href="#">91</a> , <a href="#">105</a> , <a href="#">157</a>
	c) Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	<a href="#">90</a> , <a href="#">105</a>
<b>Risk management</b> Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	<a href="#">92–93</a> , <a href="#">104</a>
	b) Describe the organization's processes for managing climate-related risks.	<a href="#">67–68</a> , <a href="#">106–109</a>
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">88</a> , <a href="#">93</a> , <a href="#">104</a>
<b>Metrics and targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">36–37</a> , <a href="#">106</a>
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<a href="#">36</a> , <a href="#">111</a>
	c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.	<a href="#">16</a> , <a href="#">36</a> , <a href="#">111–112</a>

# SASB Content Index

Neste disclosure of SASB Sustainability Accounting Standards for Oil and Gas Refining and Marketing and Biofuels

Code	Accounting metric	Unit of measure	Location in the report or our webpage	Additional SASB reporting information Reporting (R) / Omission (O)
<b>Greenhouse Gas Emissions</b>				
EM-RM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Metric tons (t) CO <sub>2</sub> -e, Percentage (%)	<a href="#">111-112</a>	
EM-RM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	<a href="#">16-19</a> , <a href="#">106-107</a>	
<b>Air Quality</b>				
EM-RM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N <sub>2</sub> O), (2) SOx, (3) particulate matter (PM10), (4) H <sub>2</sub> S, and (5) volatile organic compounds (VOCs)	Metric tons (t)	<a href="#">36</a> , <a href="#">48</a>	
EM-RM-120a.2	Number of refineries in or near areas of dense population	Number	<a href="#">23</a>	
<b>Water management</b>				
EM-RM-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	<a href="#">37</a> , <a href="#">48</a>	Neste's water withdrawal from areas with water stress is not significant and seen as not material. (R)
EM-RM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Number		Zero incidents of non-compliance associated with water quality permits, standards and regulations. (R)
<b>Hazardous Materials Management</b>				
EM-RM-150a.1	(1) Amount of hazardous waste generated, (2) percentage recycled	Metric tons (t), Percentage (%)	<a href="#">37</a> , <a href="#">48</a>	140,300 metric tons (t), recovered or recycled 16% (R)
<b>Workforce Health and safety</b>				
EM-RM-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	<a href="#">39</a> , <a href="#">48-49</a>	Neste reports the most relevant OHS performance figures in its own operations (TRIF, LWIF, PSER, Safe days, Fatalities). (O/R)
EM-RM-320a.2	Discussion of management systems used to integrate a culture of safety	n/a	<a href="#">30-31</a> , <a href="#">123-126</a>	
<b>Management of the Legal &amp; Regulatory Environment</b>				
EM-RM-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	n/a	<a href="#">69</a> , <a href="#">71</a> , <a href="#">91-92</a>	

<b>Code</b>	<b>Accounting metric</b>	<b>Unit of measure</b>	<b>Location in the report or our webpage</b>	<b>Additional SASB reporting information Reporting (R) / Omission (O)</b>
Critical Incident Risk Management				
EM-RM-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1) and lesser consequence (Tier 2)	Rate	<a href="#">39</a> , <a href="#">48–49</a>	Neste reports PSER1 and PSER2 rates as described in Principles for calculating the key indicators. (R)
EM-RM-540a.2	Challenges to Safety Systems indicator rate (Tier 3)	Rate		Tier 3 Challenges to Safety Systems are followed in Neste's PSE3. The rate is not disclosed. (O)
EM-RM-540a.3	Discussion of measurement of Operating Discipline and Management System Performance through Tier 4 Indicators	n/a	<a href="#">31</a> , <a href="#">124–126</a>	Process safety management system weaknesses that may cause PSE1/2 events in the future, followed as part of PSE4 indicator at Neste. (R)

<b>Code</b>	<b>Activity metrics</b>	<b>Unit of measure</b>	<b>Location in the report or our webpage</b>	<b>Additional SASB reporting information</b>
EM-RM-000.A	Refining throughput of crude oil and other feedstocks	Barrels of oil equivalent (BOE)		Oil Products 88.9 MMBOE (R)
EM-RM-000.B	Refining operating capacity	Million barrels per calendar day (MBPD)	<a href="#">14</a>	Oil Products 0.24 MBPD (R)
RR-BI-000.A	Biofuel production capacity	Millions of litres (ML)	<a href="#">14</a> , <a href="#">81</a>	Volumes disclosed in tons. (R)
RR-BI-000.B	Production of: (1) renewable fuel, (2) advanced biofuel, (3) biodiesel, and (4) cellulosic biofuel	Millions of litres (ML)	<a href="#">81</a>	Volumes disclosed in tons. (R)
RR-BI-000.C	Amount of feedstock consumed in production	Metric tonnes (t)	<a href="#">38</a>	

# UN Guiding Principles Reporting Framework Index

Section of the Framework	Location in annual report or website	Page location in 2024 Modern Slavery Statement <sup>1)</sup>
<b>PART A: Governance of Respect for Human Rights</b>		
A1 Policy Commitment		
A1	p. 22, 124; <a href="#">Neste Human Rights Principle</a> .	p. 7–8
A1.1	p. 22, 124; <a href="#">Neste Human Rights Principle</a> . Neste's Human Rights Principle was updated in 2022, incorporating extensive consultation with topic experts, NGOs, government representatives and trade union experts. In 2025, the Principle underwent minor updates to reflect changes in Neste's governance structure for human rights.	p. 7–8
A1.2	All of Neste's rights-holders as defined on p. 14 of the <a href="#">Neste Human Rights Principle</a>	
A1.3	p. 22–24, 26–27, 42. <a href="#">Neste Human Rights Principle</a> is published on our company website and internally accessible on the Neste intranet. It is communicated to employees via e-learning, and to business partners via Neste's <a href="#">Supplier Code of Conduct Guidance</a> and capacity building workshops.	p. 7, 20–21
A2 Embedding Respect for Human Rights		
A2	p. 15, 22–24, <a href="#">NBNHR Joint Statement</a> , <a href="#">Neste Human Rights Principle</a> (p. 9–11)	p. 3, 7–8, 22–23
A2.1	Described under section 6.1 of the <a href="#">Neste Human Rights Principle</a> (p. 9–10)	p. 7–8
A2.2	p. 60, 87–88; <a href="#">Neste Human Rights Principle</a> (p. 9–11)	p. 25
A2.3	p. 24, 42, 63, 131–132. <a href="#">Neste Code of Conduct</a> (p. 7), <a href="#">Neste Human Rights Principle</a> (p. 11–12)	p. 7–8, 20–21
A2.4	p. 24, 26–27, 94, 137–138, <a href="#">Neste Supplier Code of Conduct Guidance</a> (p. 13–21)	p. 7, 13–19, 20–21
A2.5	p. 22–24, 26–27, 31, 42	p. 7–9, 10–12, 16, 20–22, 24
<b>PART B: Defining the Focus of Reporting</b>		
B1 Statement of salient issues	p. 22; <a href="#">Neste Human Rights Principle</a> (p. 2–9)	p. 8
B2 Determination of salient issues	p. 22	p. 8
B3 Geographical focus	p. 130	p. 10–12
B4 Additional severe impacts	N/A	N/A

## UN Guiding Principles Reporting Framework Index

The UN Guiding Principles Reporting Framework provides comprehensive guidance for companies to report on human rights issues in line with their responsibility to respect human rights. For full details on the framework, please visit [www.ungpreporting.org](http://www.ungpreporting.org)

Section of the Framework	Location in annual report or website	Page location in 2024 Modern Slavery Statement <sup>1)</sup>
<b>PART C: Management of Salient Human Rights Issues</b>		
C1 Specific Policies		
C1	<a href="#">Neste Human Rights Principle</a> , <a href="#">Code of Conduct</a> , <a href="#">Supplier Code of Conduct</a> , <a href="#">Sustainability Policy</a> , <a href="#">Sustainability Principle</a> , <a href="#">Responsible Sourcing Principle</a> , <a href="#">People Policy</a> , <a href="#">Equality and Non-Discrimination Principle</a> , <a href="#">Misconduct Investigation Standard</a> , <a href="#">Neste Life Saving Rules</a> , <a href="#">Operations Excellence Policy</a> , <a href="#">Operational Safety Principle</a> , <a href="#">Occupational Health Principle</a> , <a href="#">Reproductive Health Standard</a> , <a href="#">Privacy Principle</a> , <a href="#">Cyber Security Principle</a>	p. 7–8
C1.1	p. 22–24, 27, 31, 42, 126, 131, 134–135	p. 20–21
C2 Stakeholder Engagement		
C2	p. 22–23, 94–95, 124, 131, <a href="#">Neste Human Rights Principle</a> (p. 11–12)	p. 22–24
C2.1	p. 22–23, 94–95, 124, 131, <a href="#">Neste Human Rights Principle</a> (p. 11–12)	p. 22–24
C2.2	p. 22–23, 94–95, 124, 131	p. 22–24
C2.3	p. 22–23, 94–95, 124, 131	p. 10–12, 22–44
C3 Assessing Impacts		
C3	p. 22–24, 25–27, 30–31, 38–42, 92–93, 123–133	p. 8, 10–18, 24
C3.1	p. 23–24, 26–27, 31, 38–42	p. 16–18
C3.2	p. 23–24, 26, 39, 42, <a href="#">Renewable Raw Material Grievance Log</a>	p. 11–12, 16
C4 Integrating Findings and Taking Action		
C4	p. 22–24, 25–27, 30–31, 123–133	p. 10–18
C4.1	Cross-functional collaboration and committees e.g. 22–24, 87–88, 131–132 <a href="#">Neste Human Rights Principle</a> (p. 9–10)	p. 7–8, 11–12
C4.2	<a href="#">Neste Human Rights Principle</a>	p. 11–12, 19
C4.3	p. 22–27, 30–31, 38–42	p. 7–24
C5 Tracking Performance		
C5	p. 22–27, 30–31, 38–42, 123–133	p. 16–18, 24
C5.1	p. 22–27, 30–31, 38–42	p. 16–18, 24
C6 Remediation		
C6	p. 22–23, 124–125, 131–133, 138, <a href="#">Neste Human Rights Principle</a> (p. 7 & 6.5), <a href="#">Grievances &amp; Concerns</a> webpage.	p. 9, 19, 24
C6.1	p. 22–23, 124–125, 131–133, 138, <a href="#">Neste Human Rights Principle</a> (p. 7 & 6.5)	p. 9, 19, 24
C6.2	p. 22–23, 42, 124–125, 131–133, 138, <a href="#">Renewable Raw Material Grievance Log</a>	p. 24
C6.3	p. 22–23, 42, 124–125, 131–133, 138, <a href="#">Renewable Raw Material Grievance Log</a> , <a href="#">Neste Human Rights Principle</a> (p. 7)	p. 9, 19, 24
C6.4	p. 42, <a href="#">Renewable Raw Material Grievance Log</a>	N/A
C6.5	p. 42, <a href="#">Renewable Raw Material Grievance Log</a>	p. 18

<sup>1)</sup> Page numbers provided for 2024 Modern Slavery Statement, as the 2025 statement will only be published in Q2, 2026.

# Principles for calculating the key indicators

Principles for calculating the key numerical indicators presented in the Value creation and Performance in figures sections of the report. The figures in the Neste Annual report may be subject to rounding, which may cause some differences in aggregate totals calculated from exact figures.

## Environment

**Energy:** Energy consumption and production data is collected either from Neste's own measurement devices or via energy invoices. Some minor consumption sources have been estimated. The share of fossil energy use covers consumption from crude oil and petroleum products and natural gas and purchased or acquired electricity, heat, steam and cooling from fossil sources. The share of renewable energy use covers consumption of renewable fuels, purchased or acquired electricity, heat, steam and cooling from renewable sources, and self-generated non-fuel renewable energy.

**Energy efficiency:** Neste follows the Energy Efficiency Agreement for Industries which is an agreement between the Government and industrial associations on the efficient use of energy, providing also guiding methodology for energy efficiency calculations. Reporting is based on the energy savings achieved by comparing energy consumption to a selected baseline value.

**Greenhouse gas emissions (GHG):** Neste follows GHG Protocol Corporate Standard and its supplement Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The reporting includes emissions of the GHGs covered by the GHG Protocol. Emissions have been converted into carbon dioxide equivalents.

**Carbon handprint:** Carbon handprint describes the difference of carbon footprint of a product or service and a baseline product or service. Neste's customer GHG emissions reduction is calculated by aggregating the customer's GHG emission reduction for each batch of renewable products delivered to Neste's customers. The GHG emission related to each batch is compared with the GHG emission that the same quantity of a fossil

fuel reference (baseline) would emit. Emission factors for the fossil references are dependent on the market where the product was sold and its regulation.

 More detailed reporting principles for energy and GHG emissions are available in [the Sustainability statement](#)

**VOC, NOx, SO2, PM:** Emissions to air (excluding CO<sub>2</sub>) are determined by direct measurements (on-line or periodic) or with indirect monitoring methods. Both direct measurements and indirect monitoring is based on the site environmental permit or other local environmental regulation. Relevant process parameters linked to pollutant emission measurements are monitored too. All emission monitoring is done in accordance with standards. If EN standards are not available, ISO, national or other international standard/method is used to ensure the provision of data of high quality. Neste considers the reported emissions as significant.

**Water withdrawal:** The water withdrawal volumes are based on the company's own measurements or on invoicing. Categorization of water withdrawal volumes is based on relevant definitions in GRI 303-3 Water withdrawal. Neste's water risk assessment is based on WWF Water Risk Filter. The latest risk assessment was conducted in 2024.

**Wastewater discharges:** Neste reports the wastewater volumes, Chemical Oxygen Demand (COD), as well as the oil, nitrogen and phosphorus effluents. The figures are calculated on the basis of refinery- or terminal-specific data based on sampling or continuous metering. The figures do not include the loading values of wastewater treated in municipal or other external

wastewater treatment plants. Neste operates according to local discharge permits and requirements. Waste waters are treated to meet the requirements before they are safely discharged. Categorization of water discharge volumes is based on relevant definitions in GRI 303-4 Water discharge.

**Waste generated:** The waste volumes are based on the invoicing data. Categorization of waste volumes is based on definitions in GRI 306-3 Waste generated, 306-4 Waste diverted from disposal and 306-5 Waste directed to disposal.

**Number and magnitude of significant releases:** Significant releases are defined as releases to the environment over 10 m<sup>3</sup> and confirmed to have originated from Neste's own operations. Volumes are based on reporting in accordance with the Neste management system.

**Availability of pollution prevention technology:** Average of environmental control and abatement technology availability on a monthly basis at refineries, retail sites and Oil Products' terminals.

**Non-renewable resource use replacement:** Calculations include fossil resource usage over Neste's renewable and circular solutions production life cycles. An energy-based comparison is made with relevant fossil references in transport, aviation and polymers & chemical sectors. The difference is expressed as the energy content of crude oil.

## Supply chain and raw materials

**Supplier Code of Conduct coverage:** The share of renewable and recycled raw material volumes and crude oil and fossil raw materials volumes covered by the

Neste Supplier Code of Conduct or equivalent is calculated based on the volumes delivered to Neste during the reporting year. The share of the Neste Supplier Code of Conduct coverage for indirect procurement is calculated based on spend.

**Renewable raw material inputs:** Includes all renewable refinery production. The share of waste and residue raw materials, such as used cooking oil, various wastes and residues from vegetable oils processing and animal fat from food industry waste, is calculated based on raw material input volumes.

**PFAD supply traceability:** Based on risk-calibrated traceability to palm oil mills and plantation. Figures are weighted by refinery volumes supplied to Neste.

 Reporting principles for supplier screening and sustainability audits are available in [the Sustainability statement](#)

## Safety

**Total Recordable Injury Frequency (TRIF):** Workplace accidents are those accidents that occur at work or while performing work duties. Total Recordable Injuries (TRI) includes the recorded accidents at work which result in absence from work, restriction to work, medical treatment or fatality. The formula for calculating accident frequency (number of accidents at work per million working hours): total number of accidents at work × 1,000,000 / hours worked. The calculation includes in-house personnel, contractors and service providers working at Neste's sites.

**Safe day:** A day without any personal safety accident (TRI), process safety incident (PSE 1 and PSE 2), fires, leaks, environmental permit violations, traffic accidents or marine safety incidents.

**Hours worked:** The hours worked by the whole personnel and the service providers during the period under review. When recording the working hours of service providers, an estimate (e.g. accounting hours) can be used if the accurate number of hours is not known.

**LWIF (Lost Workday injury frequency):** The number of accidents at work resulting in lost workdays, relative to a million hours worked. The calculation includes in-house personnel, contractors and service providers working at Neste's sites.

**Process safety event rate (PSER):** Rate of process safety events per million hours worked. It includes PSE1 and PSE 2 cases in Neste's own operations. Process safety performance is tracked in accordance with the American Petroleum Institute (API) standards.

**PSE1 (Process Safety Event):** An unplanned and uncontrolled release of any material, including nontoxic and non-flammable materials from a process, resulting in consequences according to the PSE1 classification.

**PSE2 (Process Safety Event):** An unplanned and uncontrolled release of any material, including nontoxic and non-flammable materials from a process, resulting in consequences according to the PSE2 classification.

**Fatalities:** An workplace accident or an accident during a work-related travel causing an injury resulting in death within one year of the day of the accident.

 More detailed reporting principles for safety are available in [the Sustainability statement](#)

## Personnel

**Personnel metrics:** Calculated as numbers of employees, and include, as a rule, all personnel with active contracts of employment or employees on leave. Temporary hourly paid employees are included. Unless otherwise specified, the personnel numbers are reported as of December 31.

**Employee categories:** Top management at Neste includes members of the Neste Leadership Team, Business Area or Function Leadership Teams and the President and CEO of Neste's subsidiary Mahoney Environmental Solutions. Managers category includes all employees with subordinates, if not already in the Top management category.

**Leaving rate of employees:** The number of employees leaving a contract of employment from Jan 1 to Dec 31/the number of employees on Dec 31. Includes employees who have resigned or left due to dismissal, retirement, death, end of temporary contract or mutual consent.

**Hiring rate of employees:** The number of employees entering a contract of employment from Jan 1 to Dec 31/ the number of employees on Dec 31.

**Average training hours per FTE:** Neste calculates average training hours per FTE based on the definitions in GRI 404-1 Average hours of training per year per employee.

**Training costs:** The training costs include external training-related costs, such as the fees of external trainers, and the participation fees for external training events, but not, for example, the salaries of participants or the company's own trainers.

**Women to men pay ratio:** The pay ratio includes all salaried employees at Neste, also part-time employees, which are calculated with full-time equivalent salary. It is presented as a raw pay gap, calculated by dividing the mean basic pay of women with the mean basic pay of men.

**Employee engagement:** Engagement favorability percentage based on employee engagement surveys conducted during the reporting year.

**Multi-country teams:** Percentage of teams at Neste with employees from more than one nationality. Managers are considered in their own peer group teams.

**Employees who participated in voluntary work:** Number of employees who have reported participation in voluntary work during the reporting year.

 More detailed reporting principles for personnel are available in [the Sustainability statement](#)

## Economic

**Economic value retained:** The difference between economic value generated (revenue, other income, revenues from financial investments) and distributed (operating costs, employee wages and benefits, payments to providers of capital, payments to government, donations and sponsorships) in the reporting year.

**Donations and sponsorships:** Total sum of donations and sponsorships in the reporting year, reported in accordance with Neste's Donation Principle and Sponsoring Principle.

**Oil Products and Renewable Products sold in the wholesale market:** The number of countries and customers with product deliveries in the reporting year.

**Number of service stations:** The total number of fuel stations operating at the end of the reporting year.

**M&S B2B Customer satisfaction:** The weighted Net Promoter Score (NPS) from customer surveys conducted during the reporting year. Scores are weighted based on customer segment and country.

# Independent Practitioners' Assurance Report

## To the Management of Neste Oyj

### Scope of Assurance

We have been engaged by the management of Neste Oyj (business ID 1852302-9) (hereafter "Neste") to provide limited assurance on selected sustainability information specified below.

### Information Subject to Assurance

The selected sustainability information presented in Sustainability data package section of the Neste's Annual Report 2025 for the reporting period January 1–December 31, 2025 subject to the limited assurance (hereafter "Sustainability Information") consists of the following information:

- Numerical information presented in the "Value Creation" section on page 35 and
- Numerical information presented in the "Performance in figures" section on pages 36–42.

### Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Sustainability Information for the reporting period January 1–December 31, 2025 subject to the limited assurance engagement is not prepared, in all material respects, in accordance with the Reporting Criteria defined later in the report.

### Basis for Conclusion

We performed the assurance of the Sustainability Information as a limited assurance engagement in compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Our responsibilities under this standard are further described in the Responsibilities of the Independent Practitioner section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### Independent Practitioner's Independence and Quality Management

We are independent of the company in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

KPMG Oy Ab applies International Standard on Quality Management ISQM 1, which requires the authorised audit firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Management's Responsibilities

The management of Neste Oyj is responsible for the preparation and presentation of the Sustainability Information in accordance with the reporting criteria i.e. in accordance with the company's reporting principles presented on pages 48–49 with additional information on pages 35–42 of the Annual Report 2025 ("Reporting Criteria" in this assurance report). This responsibility also includes such internal control as the management determine is necessary to enable the preparation of Sustainability Information that is free from material misstatement, whether due to fraud or error.

### Inherent Limitations in the Preparation of Sustainability Information

Preparing Sustainability Information requires a company to make materiality assessment to identify relevant matters to report. This includes significant management judgement and choices. It is characteristic to reporting on sustainability information that reporting of this kind of information includes estimates and assumptions as well as measurement and estimation uncertainty.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

### Responsibilities of the Independent Practitioner

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the Sustainability Information subject to the limited assurance is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the Sustainability Information.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the Sustainability Information, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of parent company's or the group's internal control.

- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

### **Description of the Procedures That Have Been Performed**

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. The procedures performed in a limited assurance engagement primarily consist of making inquiries and applying analytical procedures. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included, among others, the following:

- We interviewed the company's management and persons responsible for collecting and preparing the Sustainability Information.
- Through interviews we gained understanding of the key processes, controls and information systems related to collecting and consolidating the Sustainability Information.
- We assessed the accuracy of the Sustainability Information through an inspection of the background documentation and documents prepared by the company on a sample basis and assessed whether they support the presented Sustainability Information.
- We assessed the application of the reporting principles of the Reporting Criteria in disclosing the Sustainability Information.

Helsinki, 2 March 2026 KPMG OY AB

**Leenakaisa Winberg**  
Authorized Public Accountant



# Governance

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# Corporate Governance Statement 2025

This Corporate Governance Statement has been prepared pursuant to the Finnish Corporate Governance Code 2025, Chapter 7, Section 7 of the Finnish Securities Markets Act, as well as Section 7 of the Ministry of Finance's Decree on the Regular Duty of Disclosure of an Issuer of a Security. The Corporate Governance Statement is issued separately from the Review by the Board of Directors. The Review by the Board of Directors is presented on pages 78–150 of Neste's Annual Report 2025 and it can be found, in addition to the Annual Report, at [www.neste.com/investors](http://www.neste.com/investors).

## Regulatory framework

Neste Corporation ("Neste" or the "Company") observes good corporate governance practices in accordance with the laws and regulations applicable to Finnish listed companies, the Company's own Articles of Association, and the Finnish Corporate Governance Code 2025. The Corporate Governance Code can be found at [cgfinland.fi/en/](http://cgfinland.fi/en/). Neste also complies with the rules of Nasdaq Helsinki Ltd, where it is listed, and the rules and regulations of the Finnish Financial Supervisory Authority.

Neste's Audit Committee has reviewed the Corporate Governance Statement, and the Company's Auditor, KPMG Oy Ab, has monitored that it has been issued, and that the description of the main features of the internal control and risk management related to the financial reporting process included in the statement match the Financial statements.

Neste issues Consolidated Financial statements and interim reports in accordance with the International Financial Reporting Standards (IFRS), as adopted by the EU, the Securities Markets Act, as well as the appropriate Financial Supervisory Authority standards, and Nasdaq Helsinki Ltd's rules. The Review by the Board of Directors and the Parent Company's Financial statements are prepared in accordance with the Finnish Accounting Act and the opinions and guidelines of the Finnish Accounting Board.

## Neste's governance bodies



\*Marketing & Services is led through an internal board and its EVP is not a member of the Neste Leadership Team

## Governance bodies

The control and management of Neste is split between the Annual General Meeting of Shareholders (AGM), the Board of Directors (Board), and the President and Chief Executive Officer (President and CEO). Ultimate decision-making authority lies with the shareholders at the AGM, which appoints the members of the Board, the Auditor and the Sustainability Reporting Assurer.

The Board is responsible for Neste's strategy and overseeing and monitoring the Company's business. The Board appoints the President and CEO. The President and CEO, assisted by the Neste Leadership Team (NLT), is responsible for managing the Company's business and implementing its strategic and operational targets. Neste's headquarters is located in Espoo, Finland.

## Annual General Meeting

Under the Finnish Companies Act, shareholders exercise their decision-making power at General Meetings of Shareholders by attending the meetings in person or through an authorized representative. Each share entitles the holder to one vote.

Shareholders at the AGM make decisions on matters including:

- the approval of the Financial statements;
- the distribution of profit for the year detailed in the Balance Sheet;
- discharging the members of the Board and the President and CEO from liability;
- if necessary, the approval of the Remuneration Policy;
- the approval of the Remuneration Report; and
- the election and remuneration of the Chair, the Vice Chair, and the members of the Board, the Auditor and the Sustainability Reporting Assurer.

The AGM is held annually before the end of June. An Extraordinary General Meeting of Shareholders addressing specific matters can be held when considered necessary by the Board, or when requested in writing by the Company's Auditor or by shareholders representing at least one tenth of all Company shares.

Under the Articles of Association, an invitation to a General Meeting of Shareholders must be delivered to shareholders by publishing it on the Company's website at [neste.com](https://www.neste.com) no earlier than two months, and no later than three weeks, prior to a meeting, but at least nine days before the record date set for the meeting under the terms of the Companies Act. In addition, the Company may, if the Board decides, publish details on the date and time and location of the meeting, with the address of the Company's website, in one or more newspapers.

Neste is unaware of any shareholders' agreements regarding the Company's shares.

## 2025

Neste Corporation's 2025 AGM was held on 25 March 2025 at Messukeskus, Helsinki Expo and Convention Centre. The AGM adopted the company's Financial Statements and Consolidated Financial Statements for 2024 and discharged the Board of Directors and the President & CEOs from liability for 2024. The AGM resolved to reject the remuneration report for 2024. The resolution made was advisory. The AGM supported other proposals presented to the meeting.

The AGM approved the Board of Directors' proposal that a dividend of EUR 0.20 per share would be paid on the basis of the approved balance sheet for 2024. The dividend was paid to shareholders registered in the shareholders' register of the Company maintained by Euroclear Finland Oy on the record date of the dividend payment, which was 27 March 2025. The dividend was paid on 3 April 2025.

In accordance with the proposal made by the Shareholders' Nomination Board, the AGM confirmed the number of members of the Board of Directors at eight. The AGM decided the composition of the Board and the remuneration to be paid to the members of the Board, and appointed the Auditor and Sustainability Reporting Assurer. The AGM also approved the Board's proposals to the AGM concerning authorisations to the Board to decide on share buy-backs and share issues.

## Shareholders' Nomination Board

Based on a decision by the AGM, the Company has a permanent Shareholders' Nomination Board, which is, according to its [Charter](#), responsible for drafting and presenting proposals covering the remuneration and number of members of the Company's Board and for presenting candidates as potential Chair, Vice Chair and members of the Board to the AGM and to an Extraordinary General Meeting of Shareholders when required. The Shareholders' Nomination Board is also responsible for identifying successors for existing Board Members.

The Shareholders' Nomination Board consists of three members appointed by the Company's three largest shareholders, who appoint one member each. The Chair of the Company's Board acts as an expert to the Nomination Board. The Shareholders' Nomination Board elects a Chair among its members.

The Company's largest shareholders entitled to elect members to the Shareholders' Nomination Board shall be annually determined on the basis of the registered holdings in the Company's list of shareholders held by Euroclear Finland Ltd. as of the first banking day in June in the year concerned.

The Chair of the Company's Board requests each of the three largest shareholders established on this basis to nominate one member to the Shareholders' Nomination Board. In the event that a shareholder does not wish to exercise their right to appoint a representative, the right passes to the next largest shareholder who would not otherwise be entitled to appoint a member.

The Chair of the Board convenes the first meeting of the Shareholders' Nomination Board, which is responsible for electing a Chair from among its members; the Shareholders' Nomination Board's Chair is responsible for convening subsequent meetings. When the Shareholders' Nomination Board has been selected, the Company issues a release to this effect.

The Shareholders' Nomination Board serves until further notice unless a General Meeting of Shareholders decides otherwise. Its members are appointed annually, and their term of office ends when new members are appointed to replace them.

The Shareholders' Nomination Board forwards its proposals for the AGM to the Company's Board annually by 31 January, prior to the holding of the AGM. Proposals intended for a possible Extraordinary General Meeting of Shareholders are forwarded to the Company's Board in time for them to be included in the invitation to the meeting sent out to shareholders.

### Composition of the Shareholders' Nomination Board prior to the 2026 AGM

On 9 June 2025 the following members were appointed to Neste's Shareholders' Nomination Board: Director General Maija Strandberg of the Ownership Steering Department in the Prime Minister's Office of Finland, as the Chair, and Senior Vice President, Investments Timo Sallinen of Varma Mutual Pension Insurance Company and Chief Investment Officer Annika Ekman of Ilmarinen Mutual Pension Insurance Company, as its members. Pasi Laine, the Chair of Neste's Board of Directors, acts as an expert to the Nomination Board.

The Shareholders' Nomination Board convened 6 times between 31 January 2025 and 31 January 2026, and the members of the Shareholders' Nomination Board attended each meeting as follows:

	<b>Attendance</b>
Maija Strandberg	6/6
Timo Sallinen	6/6
Annika Ekman <sup>1)</sup>	6/6

<sup>1)</sup> Participated in 6/6 meetings between 9 June 2025 and 31 January 2026.

Decisions on the proposals for the 2026 AGM were made by the members of the Shareholders' Nomination Board in a manner set out in more detail in the stock exchange release published on 19 December 2025.

### Composition of the Shareholders' Nomination Board prior to the 2025 AGM

On 7 June 2024 the following members were appointed to Neste's Shareholders' Nomination Board: Director General Maija Strandberg of the Ownership Steering Department in the Prime Minister's Office of Finland, as the Chair, and Senior Vice President, Investments

Timo Sallinen of Varma Mutual Pension Insurance Company and President and CEO Jouko Pölönen of Ilmarinen Mutual Pension Insurance Company, as its members. Matti Kähkönen, the Chair of Neste's Board, acted as an expert to the Nomination Board. The Shareholders' Nomination Board presented its proposal covering the members of the Board on 18 December 2024.

## Shareholders' Nomination Board members

### Maija Strandberg

(born in 1969)  
M.Sc. (Econ.)  
Chair of the Shareholders' Nomination Board

Director General of the Ownership Steering Department in the Prime Minister's Office of Finland. Member of the Board and Audit Committee of SSAB AB (publ). Chair of Shareholder's Nomination Committee of Finnair Oyj, Fortum Oyj and Posti Group Oyj. Member of the Nomination Committee of Kuntarahoitus Oyj and Neova Oy.

### Holdings in Neste Corporation

on 31 December 2025:  
00 holdings. <sup>1)</sup>

Prime Minister's Office:  
340,107,618 shares. <sup>2)</sup>

### Timo Sallinen

(born in 1970)  
M.Sc. (Econ.)  
Member of the Shareholders' Nomination Board

Senior Vice President, Investments of Varma Mutual Pension Insurance Company. Member of the Shareholders' Nomination Board of Nordea Bank Oyj, Nokian Renkaat Oyj, Finnair Oyj, Robit Oyj, Koskisen Oyj, Modulight Oyj, Nokian Panimo Oyj and Kalmar Oyj.

### Holdings in Neste Corporation

on 31 December 2025:  
00 holdings. <sup>1)</sup>

Varma Mutual Pension Insurance Company:  
23,018,591 shares. <sup>2)</sup>

### Annika Ekman

(born in 1977)  
M.Sc. (Econ.)  
Member of the Shareholders' Nomination Board since 9 June 2025

Chief Investment Officer at Ilmarinen Mutual Pension Insurance Company. Member of the Board of Aspo Oyj and Cinia Oy. Member of the Shareholders' Nomination Board of Kesko Oyj, Kojamo Oyj, Orion Oyj, Oriola Oyj, Orthex Oyj, Posti Group Oyj and Wärtsilä Oyj.

### Holdings in Neste Corporation

on 31 December 2025:  
00 holdings. <sup>1)</sup>

Ilmarinen Mutual Pension Insurance Company:  
24,891,508 shares. <sup>2)</sup>

## Other Shareholders' Nomination Board members in 2025

### Jouko Pölönen

(born in 1970)  
eMBA, M.Sc. (Econ. & Bus. Adm.)  
Member of the Shareholders' Nomination Board until 9 June 2025  
– Participated in 0/0 meetings between 31 January 2025 and 9 June 2025.

Holdings in Neste Corporation on 31 December 2025:

<sup>1)</sup> Own holdings and controlled entities.

<sup>2)</sup> Shareholder's holdings represented by the member of the Shareholders' Nomination Board.

## Board

Under the Company's Articles of Association, the Board consists of five to ten members elected at the AGM for a term ending at the following AGM.

### Diversity of the Board

In planning the composition of a skilled, competent, experienced and effective Board, the Shareholders' Nomination Board also follows the following diversity principles defined by the Company. A cooperative and functional Board requires diversity for it to be able to respond to the requirements set out in Neste's business and strategic objectives and to support and challenge the company's operational management proactively and constructively.

Significant factors concerning the composition of the Board include a variety of competences that complement the other members of the Board, education and experience in different professional and industrial fields, and in business operations and management in different development phases, as well as the personal qualities of each member, all of which add diversity to the Board. The diversity of the Board is also supported by experience in industrial fields and markets that are strategically significant for Neste, experience and abilities in technologies and the international operating environment and having balanced representation of genders on the Board. In considering the composition of the Board, it is important to pay attention to Neste's current and evolving needs, and to ensure that the Board, as a whole, enables the current and future business development of Neste, which diversity also supports. The Company also takes into account the goal set out in the Finnish Companies Act to have at least 40 per cent (including the relevant rounding rules) of the under-represented gender on the Board of Directors.

Neste's Board was composed of eight members after the 2025 AGM. All the Board's members hold a university-level degree, one has a licentiate degree, and two have doctorate degrees. These degrees are from

various fields, with technical fields and economics in the majority. A majority of members of the Board have international work experience in different types of positions and have worked or are working on the Board or in the management of listed or unlisted companies. Two members have worked in managerial positions at major international petrochemical companies. The Board is also diverse in terms of cultural background: the members come from four different countries and speak four different native languages. Women comprised 37.5% of all members of the Board, which, taking into account the relevant rounding rules, fulfills the goal set out in the Finnish Companies Act to have at least 40 per cent (including the relevant rounding rules) of the under-represented gender on the Board of Directors. Regarding age, the members of the Board are divided evenly between 57 and 68 years of age. The duration of the terms of office of the Board members is divided as follows: three members have been on the Board for three or more years, while five members have been on the Board for less than three years.

### Activities of the Board

The Board must have at least eight regular meetings annually, all scheduled in advance, with extraordinary meetings when necessary. Extraordinary meetings, if requested by a Board member or the President and CEO, are convened by the Chair, or, if the Chair is prevented from attending, by the Vice Chair, or if deemed necessary by the Chair. The Board constitutes a quorum if more than half its members are present. The Board is responsible for preparing an operating plan for itself for its period of office between AGMs, including a timetable of meetings and the most important matters to be addressed at each meeting. The Board evaluates its performance annually to determine whether it is functioning effectively after the end of each financial year. New Board members participate in an onboarding program that covers all material areas of the company's operations.

### Duties of the Board

The Board's responsibilities and duties are defined in detail in the [Charter](#) approved by the Board. A member of the Board may not take part in decision making in matters regarding (i) agreements between such member and any entity within the Neste Group, (ii) agreements between any entity within the Neste Group and third parties where such a member has a material interest in the matter which may conflict with the interests of Neste or any other entity within the Neste Group, and (iii) agreements between any entity within the Neste Group and a legal entity at which such member may represent, either individually or with any other person; provided however, that this point (iii) does not apply where the party contracting with Neste is a company within the Neste Group. The term "agreement" as used here includes litigation or other legal proceedings arising from or related to such agreements.

## 2025

The 2025 AGM confirmed the membership of the Board at eight members, and the following were re-elected to serve until the end of the next AGM: John Abbott, Nick Elmslie, Just Jansz, Conrad Keijzer, Pasi Laine and Sari Mannonen. Anna Hyvönen and Essimari Kairisto were elected as new members. Pasi Laine was elected as the Chair and John Abbott as the Vice Chair.

The Board convened 12 times in 2025. The attendance rate at the meetings was 93.94%. In 2025, the Board focused on supervision of actions to improve the Company's financial and operational performance, including the performance improvement program which was launched in February 2025. The Board also supervised strategy execution relating to e.g. the continued scale-up of the Company's renewables businesses as well as evaluated changes in the long-term operational environment and their impact on the Company.

A particular focus area was monitoring of the on-going Rotterdam refinery expansion project. Sustainability topics, such as the revision of the Company's sustainability targets and the new CSRD reporting, were also on the Board agenda in 2025. In addition to the above and matters set out in the Board Charter, the Board continuously monitored the Company's safety, financial and operational performance, as well as risk management. The Board has during the year performed a self-assessment of its work.

## Board of Directors, 31 December 2025

	Position	Born	Education	Main occupation	Independent of the company	Independent of major shareholders	Personnel and Remuneration Committee	Audit Committee	Attendance at meetings	
									Board	Committees
Pasi Laine	Chair	1963	M.Sc. (Eng.)	Non-Executive Director	•	•	•		12/12	10/10
John Abbott	Member	1960	B.Sc. (Chem. eng.)	Non-Executive Director	•	•		•	10/12	6/6
Nick Elmslie	Member	1957	B.Sc. (Chem.)	Non-Executive Director	•	•	•		11/12	9/10
Anna Hyvönen	Member	1968	Licentiate in Technology	Executive Vice President, Passenger Car Tyres and Vianor at Nokian Tyres plc <sup>1)</sup>	•	•		•	9/12	5/6
Just Jansz	Member	1957	Ph.D. (Chemical Metallurgy)	Independent board member and advisor, Managing Director of Expertise Beyond Borders	•	•		•	12/12	6/6
Essimari Kairisto	Member	1966	B.A. Business Administration (FH)	Non-Executive Director	•	•		•	9/12	5/6
Conrad Keijzer	Member	1968	M.Sc. (Industrial Engineering)	CEO, Clariant	•	•	•		11/12	6/6
Sari Mannonen	Member	1966	Ph.D. (Biochemistry)	Senior Vice President, New Business & Hydrogen, Helen	•	•	•		11/12	10/10

<sup>1)</sup>Main occupation ended in 2025.

The shareholdings of the members of the Board of Directors are presented below their CVs. The remuneration paid to the members of the Board of Directors is detailed in the Remuneration Report.

## Members of the Board of Directors



### Pasi Laine

(born in 1963)

M.Sc. (Eng.)  
Chair of the Board since 2025  
Member of the Board since 2024  
Independent member

President and CEO, Valmet 2014–2024. Executive Vice President, Deputy to the CEO and President of Metso Pulp, Paper and Power, Metso 2011–2013. Member of the Executive Team, Metso 2006–2013. Several other leadership roles, Metso 1998–2011. Managing Director, Elsig Bailey Hartmann & Braun Oy 1996–1998. Various roles in Finland, Canada, Germany and the United Kingdom, Valmet 1988–1996. Chair of the Board of Directors at Ilmarinen Mutual Pension Insurance Company 2020–2025. Member of the Board of Directors at Konecranes Plc. 2022–, Chair 2024–. Chair of Neste's Personnel and Remuneration Committee.

Holdings in Neste Corporation on 31 Dec 2025:  
8,153 shares.<sup>1)</sup>



### John Abbott

(born in 1960)

B.Sc. First Class Honours, Chemical Engineering  
Vice Chair of the Board since 2025  
Member of the Board since 2021  
Independent member

Downstream Director and a Member of the Executive Committee of Royal Dutch Shell plc 2013–2019. Executive Vice President of Global Manufacturing at Shell 2012–2013. Executive Vice President of Shell's Upstream Americas Heavy Oil business, based in Calgary, Canada 2008–2012. Vice President Manufacturing (Refining and Chemicals) Excellence and Support at Shell based in Houston, USA 2006–2008. Various positions at Shell in the UK, Singapore, Thailand, The Netherlands, Canada, and the USA, predominantly in the areas of Global Manufacturing (Refining and Chemicals) as well as Supply, Trading and Distribution 1981–2006. In 1994, he was also seconded to the British Government for a short assignment. Non-Executive Director of Fiat Chrysler Automobiles 2018–2021. Senior Non-Executive Director of the Intercontinental Exchange (ICE) Futures Europe 2021–. Non-Executive Director of ICE Clear Europe 2023–. Member of Neste's Audit Committee.

Holdings in Neste Corporation on 31 Dec 2025:  
5,702 shares.<sup>1)</sup>



### Nick Elmslie

(born in 1957)

B.Sc. (Chemistry)  
Member of the Board since 2020  
Independent member

Chief Executive, BP Global Petrochemicals based in Shanghai 2011–2015. Controller, Head of Finance Function, BP Downstream 2006–2011. Various directorial positions at BP plc., including Chief Executive, Acetyls Business and Business Unit Leader, Head of Chemicals Strategy and CFO, Polymers & Olefins 1992–2006. Various positions at BP plc 1978–1992. Member of the Board and Investor at 3FBio Ltd 2017–, Chair 2023–. Member of the Supervisory Board of OTI Greentech AG 2017–. Member of Neste's Personnel and Remuneration Committee.

Holdings in Neste Corporation on 31 Dec 2025:  
7,056 shares.<sup>1)</sup>



### Anna Hyvönen

(born in 1968)

Licentiate in Technology  
Member of the Board since 2025  
Independent member

Several leadership roles, most recently Executive Vice President, Passenger Car Tyres and Vianor, at Nokian Tyres plc 2016–2025. Executive Vice President, North and Central Europe at Ramirent Oyj 2012–2016. Vice President, Maintenance Business at KONE Oyj 2008–2012. Several leadership positions at Nokia Networks 1995–2007. Member of the Board and Audit Committee at FLSmidth Co. A/s 2024–. Chair of the Board at Duell Oyj 2022–. Member of the Board and Personnel and Remuneration Committee at SRV Yhtiöt Oyj 2025–. Member of Neste's Audit Committee.

Holdings in Neste Corporation on 31 Dec 2025:  
3,234 shares.<sup>1)</sup>

<sup>1)</sup> Holdings in Neste Corporation: own holdings and controlled entities.

## Members of the Board of Directors



### Just Jansz

(born in 1957)

Ph.D. (Chemical Metallurgy), M.Sc. (Mineral Engineering)  
Member of the Board since 2022  
Independent member

Independent board member and advisor 2011–. Managing Director of Expertise Beyond Borders 2011–. President Technology Business, Basell / LyondellBasell 2004–2010. Senior Vice President, Advanced Polyolefins, Basell 2001–2004. Various managerial positions at Shell affiliate companies 1989–2000. Member of Neste's Audit Committee.

Holdings in Neste Corporation on 31 Dec 2025: 5,056 shares.<sup>1)</sup>



### Essimari Kairisto

(born in 1966)

B.A. Business Administration (FH)  
Member of the Board since 2025  
Independent member

Member of the Board and CFO at Hochtief Solutions AG 2013–2016. General Manager Finance and CFO at Sasol O&S Group International (since 2008), CCO and CFO at Sasol Germany GmbH (since 2007) 2007–2013. CCO and CFO (since 2004), RWE 2002–2007. Internal Auditor at Schlumberger 1999–2001. Controller at Schlumberger 1995–1999. Consultant at Treuhandanstalt Cottbus 1993–1995. Member of the Supervisory Board at MCF Corporate Finance 2024–. Chair of the Audit Committee, Member of the Supervisory Board at Fugro N.V. 2023–. Chair of the Audit Committee, Member of the Supervisory Board at IVECO Group N.V. 2022–. Many positions of trust at Tenne T Holding B.V. 2019–, Chair of the Audit Committee 2020–, Vice Chair of the Supervisory Board 2024–. Member of the Board and Audit Committee at Fortum Oyj 2018–2025, Chair of the Audit and Risk Committee 2019–2025, Vice Chair of the Board 2023–2025. Member of the Supervisory Board and Audit Committee at Freudenberg SE / Freudenberg Co. 2015–, Chair of the Audit Committee 2025–. Member of the Board and Audit Committee at Huhtamäki Oyj 2025–. Chair of Neste's Audit Committee.

Holdings in Neste Corporation on 31 Dec 2025: 3,880 shares.<sup>1)</sup>



### Conrad Keijzer

(born in 1968)

M.Sc. (Industrial Engineering)  
Member of the Board since 2024  
Independent member

CEO, Clariant, Switzerland 2021–. CEO and Director, Imerys, France 2018–2019. Member of the Executive Committee and Director of Performance Coatings, AkzoNobel, The Netherlands 2013–2018. Several other business leadership roles in the Netherlands, Germany, Spain, the U.S. and Mexico, AkzoNobel 1994–2013. Member of the Board and Chair of the Nomination Committee of the European Chemical Industry Council (Cefic) 2022–. Member of the Board of Directors of American Chemistry Council (ACC) 2022–. Member of Neste's Personnel and Remuneration Committee.

Holdings in Neste Corporation on 31 Dec 2025: 4,272 shares.<sup>1)</sup>



### Sari Mannonen

(born in 1966)

Ph.D. (Biochemistry)  
Member of the Board since 2024  
Independent member

Senior Vice President, New Business & Hydrogen, Helen 2024–. Senior Vice President, Solutions Business & Portfolio Development, Helen 2020–2024. Vice President, UPM Biofuels 2016–2019. Several leadership roles, UPM Biofuels and Living 2011–2016. Senior Vice President, Corporate Sales & Customer Management, Lindström 2007–2009. Vice President, Sales & Marketing, Biohit 2002–2007. Several management roles, Biohit 1995–2001. Partner at Hallituspartnerit Helsinki – Board Professionals Finland 2019–. Member of the Board at LUT University, Lappeenranta & Lahti, Centre for Separation Technology (CST) 2020–. Member of the Board at Helen Aurinkopuisto Kalanti Oy & Kalanti Grid Oy 2022–. Member of the Board at Korkia 2022–, Vice Chair 2024–. Member of the Board at World Energy Council, WEC Finland 2022–. Member of Director's Institute Finland (DIF) – Hallitusammattilaiset ry. 2023–. Member of Neste's Personnel and Remuneration Committee.

Holdings in Neste Corporation on 31 Dec 2025: 4,272 shares.<sup>1)</sup>

## Other Board members during 2025

### Matti Kähkönen

(born in 1956)  
M.Sc. (Engineering)  
Chair of the Board since 2018  
Member of the Board since 2017  
Independent member  
– Chair and Member of the Board until 25 March 2025

### Eeva Sipilä

(born in 1973)  
M.Sc. (Econ.), CEFA  
Vice Chair of the Board since 2023  
Member of the Board since 2022  
Independent member  
– Vice Chair and Member of the Board until 13 February 2025

### Johanna Söderström

(born in 1971)  
M.Sc. (Econ.)  
Member of the Board since 2020  
Independent member  
– Member of the Board until 25 March 2025

<sup>1)</sup> Holdings in Neste Corporation: own holdings and controlled entities.

### Board Committees

The Board has established an Audit Committee and a Personnel and Remuneration Committee. A quorum exists when more than two members, including the Chair, are present. All members are elected from among the members of the Board for a one-year term. The tasks and responsibilities of each committee are defined in their Charters, which are approved by the Board. The schedule and frequency of committee meetings are determined by the Chair and committee members. In addition, the Board can appoint committees as needed, for example, for significant investment projects or other special tasks. Committees meet at least twice a year. Each committee reports regularly on its meetings to the Board. Reports include a summary of the matters addressed and the measures undertaken. Each committee conducts an annual self-evaluation of its performance and submits a report to the Board.

### Audit Committee

Under its Charter, the Audit Committee consists of a minimum of three Board members who are independent of the Company and its subsidiaries, and at least one of whom must be independent of Neste's major shareholders. Members are required to have sufficient knowledge of accounting practices, preparation of financial statements and statutory sustainability reporting as well as other qualifications that the Board deems necessary. The Audit Committee is permitted to use external consultants and experts when deemed necessary.

### Duties

The Audit Committee is responsible for overseeing the company's financial reporting and sustainability reporting processes, monitoring internal control, risk management and auditing, as well as evaluating the independence of the auditor and the provision of non-audit services. The responsibilities and duties of the Audit Committee are defined in detail in the [Charter](#) approved by the Board.

### 2025

Starting from 25 March 2025, the Audit Committee comprised Essimari Kairisto (Chair), John Abbott, Anna Hyvönen and Just Jansz. In 2025, the Audit Committee convened 6 times, and the attendance rate was 100%.

As part of the tasks specified in its Charter, the Audit Committee supervised and reviewed during 2025 external and internal audit activities, and the Company's financial and CSRD reporting. Particular focus areas during the year were the governance of and processes relating to the Company's performance improvement program and financial risk management. The Audit Committee also monitored, e.g., cybersecurity and compliance development topics as well as legal and tax matters.

### Personnel and Remuneration Committee

The Personnel and Remuneration Committee consists of the Chair of the Board and at least two non-executive members of the Board.

### Duties

The Personnel and Remuneration Committee is responsible for preparing the Company's remuneration principles and practices, reviewing the talent management and development process as well as planning the remuneration and succession of the President and CEO and other senior executives. The responsibilities and duties of the Personnel and Remuneration Committee are defined in detail in the [Charter](#) approved by the Board.

### 2025

Starting from 25 March 2025, the Personnel and Remuneration Committee comprises Pasi Laine (Chair), Nick Elmslie, Conrad Keijzer and Sari Mannonen. In 2025, the Personnel and Remuneration Committee convened 10 times, and the attendance rate was 95%.

During 2025, the Personnel and Remuneration Committee continued to focus on reviewing and developing Neste's total remuneration and talent management and development to support the Company's operational and strategic targets. The Personnel and Remuneration Committee of Neste focused on the renewal of the short-term (STI) and long-term (LTI) incentive plans. In line with the duties in its Charter, the Personnel and Remuneration Committee also followed up the ongoing performance period 2025 and outcomes of rewarding based on 2024 results. In addition, the Personnel and Remuneration Committee followed up the personnel engagement level based on the Company's Forward Pulse survey results.

### President and CEO

Neste's President and CEO, Heikki Malinen (b. 1962, M.Sc. (Econ.), MBA (Harvard)), manages the Company's business operations in accordance with the Companies Act and instructions issued by the Board. The President and CEO oversees the executive management of the Company in accordance with instructions and orders given by the Board, and is responsible for ensuring that the Company's accounts are in compliance with the law, and that its financial affairs have been reliably arranged.

The President and CEO is appointed by the Board, which evaluates the performance of the President and CEO annually and approves his remuneration based on a proposal from the Personnel and Remuneration Committee. Information about the remuneration of the President and CEO can be found in the 2025 [Remuneration report](#).

### Neste Leadership Team

The Neste Leadership Team assists the President and CEO in managing the Company and in the deployment of the Company's strategic and operational goals. Members are appointed by the Board. The Neste Leadership Team meets regularly, on average once a month. Information about the remuneration of the members of the Neste Leadership Team can be found at [neste.com](https://www.neste.com).

### 2025

The Neste Leadership Team had 12 meetings during the year. It also met regularly outside such meetings in relation to specific themes.

In addition to supporting the President and CEO in the fulfillment of his general duties, the Neste Leadership Team regularly monitored the Company's safety, financial and operational performance. A particular focus area was the improvement of the Company's financial and operational performance, including the performance improvement program which was launched in February 2025. The Neste Leadership Team continued during 2025 to work on strategy execution. In such a context, the strategic focus areas included, among others, both growth areas, such as the continued scale-up of the Company's renewables businesses, and efficiency improvements initiatives. The Neste Leadership Team also focused on the on-going Rotterdam refinery expansion project. In addition, several other matters were given special attention during the year, including sustainability topics, such as the revision of the Company's sustainability targets and the new CSRD reporting, as well as cybersecurity and other compliance matters.

## Members of the Neste Leadership Team



### Heikki Malinen

(born in 1962)

President and CEO  
M.Sc. (Econ.), MBA (Harvard)  
President and CEO of Neste  
and employed by the company since 2024

In addition to CEO duties, responsible for leading the Renewable Products business area. Previously served as President and CEO at Outokumpu Corporation 2020–2024. President and CEO at Posti Group Corporation 2012–2019. President and CEO at Pöyry PLC 2008–2012. Executive Vice President, Strategy, member of the Executive Team at UPM-Kymmene Corporation 2006–2008. President at UPM North America 2004–2005. President of Sales at UPM North America 2002–2003. Managing Partner at Jaakko Pöyry Consulting, New York, USA 2000–2001. several directorial and managerial roles at e.g., McKinsey & Co and UPM 1986–1999.

Holdings in Neste Corporation on 31 Dec 2025: 32,344 shares.<sup>1)</sup>



### Markku Korvenranta

(born in 1966)

Executive Vice President,  
Chief Operating Officer  
M.Sc. (Eng)  
Member of the Neste Leadership Team  
and employed by the company since 2021

Previously served at Neste as Executive Vice President for Oil Products business area. Prior to his executive roles at Neste, served as SVP, Group Portfolio Development at Marquard & Bahls, in Germany 2019–2021. EVP, Base Chemicals and Member of Executive Board at Borealis in Austria 2010–2018. Before that had several directorial and managerial roles at Borealis in Austria, Finland, Denmark and Belgium 1994–2010. Has also served in various roles at Neste Chemicals in Finland 1990–1994. Member of the Board of Oiltanking in Germany 2021–.

Holdings in Neste Corporation on 31 Dec 2025: 3,454 shares.<sup>1)</sup>



### Jori Sahlsten

(born in 1969)

Executive Vice President,  
Oil Products business area  
M.Sc. (Tech.)  
Member of the Neste Leadership Team since 2025  
Employed by the company since 2016

Previously served at Neste as Senior Vice President, Refining 2024–2025, Vice President, Production 2019–2024 and Operations Director 2016–2019 in Oil Products business area. Before that he had several directorial roles in HKScan Finland Oy 2014–2016 and Metsä Tissue Oy 2007–2014 among others. International experience he has gained from working for forest industry's production and sales positions. Member of the Board of Kilpilähti Power Plant Oy 2021–, Chair 2024–2025. Member of the Board of Soilfood Oy 2019–.

Holdings in Neste Corporation on 31 Dec 2025: 7,836 shares.<sup>1)</sup>



### Hannele Jakosuo-Jansson

(born in 1966)

Executive Vice President,  
People & Culture  
M.Sc. (Eng.)  
Member of the Neste Leadership Team since 2006  
Employed by the company since 1990

Responsible for human resources, safety, communications, brand, sustainability and public affairs. Prior to her executive roles at Neste, served as Vice President, Human Resources at Oil Refining 2004–2005 and Laboratory and Research Manager at the Technology Center 1998–2004. Chair of the Committees of the Chemical Industry Federation of Finland 2010– (Skills and Competence Committee 2010–2025; Public Affairs Committee 2026–). Member of the Skilled workforce Committee at the Confederation of Finnish Industries EK 2017–, Chair 2024–. Member of the Board of Finnair, Chair of the People and Remuneration Committee of the Finnair Board Plc 2021–. Directors' Institute of Finland, Senior Advisor 2023–.

Holdings in Neste Corporation on 31 Dec 2025: 39,117 shares.<sup>1)</sup>



### Eeva Sipilä

(born in 1973)

Chief Financial Officer  
M.Sc. (Econ.), CEFA  
Member of the Neste Leadership Team  
and employed by the company since 2025

Prior to her executive role at Neste, served as Chief Financial Officer, Deputy to CEO at Metso Corporation 2016–2025 (Metso Outotec Corporation 2020–2023). Executive Vice President, Chief Financial Officer, Cargotec Corporation 2008–2016. Senior Vice President, Communications and Investor Relations, Cargotec Corporation 2005–2008. Various positions at Metso Corporation, Mandatum Stockbrokers part of Sampo Group and Arkwright AB 1997–2005.

Holdings in Neste Corporation on 31 Dec 2025: 3,198 shares.<sup>1)</sup>

<sup>1)</sup> Holdings in Neste Corporation: own holdings and controlled entities.

### Neste Extended Leadership Team

The Neste Extended Leadership Team (NELT) consists of members of the Neste Leadership Team (NLT) and other appointed leaders.

The key role of the Neste Extended Leadership Team is to support the company's long-term strategic decision-making and value creation as well as to ensure the alignment and implementation of the company's strategic decisions throughout the organization.

The members of the extended leadership team in 2025:

- Heikki Malinen, President & CEO (Chair)
- Markku Korvenranta, EVP, COO Office, and Chief Operating Officer
- Jori Sahlsten, EVP, Oil Products
- Eeva Sipilä, CFO
- Hannele Jakosuo-Jansson, EVP, People & Culture
- Carl Nyberg, SVP, RP Commercial
- Sami Oja, SVP, OP SCM, Supply & Trading
- Anssi Tammilehto, SVP, Strategy, M&A and Investor Relations
- Lars Peter Lindfors, SVP, Technology & Innovation
- Hanna Maula, SVP, Communications, Marketing, Sustainability & Public Affairs
- Christian Ståhlberg, SVP, Legal & Compliance

### Company Auditor

The AGM elects the Auditor annually. The Auditor's term of office ends at the end of the next AGM following election.

The Auditor is responsible for auditing the Company's accounts, its financial statements and Neste's administration. The Auditor's Report covers the Consolidated Financial statements and the Parent Company's Financial statements, and can be found in the Financial statements section of the Annual Report.

### 2025

The 2025 AGM elected KPMG Oy Ab as the Company's auditor, and Authorized Public Accountant Leenakaisa Winberg acted as the auditor with principal responsibility. The statutory audit fees in 2025 were EUR 1.7 million, statutory sustainability reporting assurance was EUR 0.2 million and other fees charged amounted to EUR 0.5 million.

### Sustainability Reporting Assurer

The AGM elects the Sustainability Reporting Assurer annually. The Sustainability Reporting Assurer's term of office ends at the end of the next AGM following election.

The Sustainability Reporting Assurer is responsible for auditing the information included in the Review by the Board of Directors that the Company has presented as its sustainability report.

### 2025

The 2025 AGM elected KPMG Oy Ab as the Company's Sustainability Reporting Assurer, and Authorized Public Accountant, Authorized Sustainability Auditor Leenakaisa Winberg acted as the principally responsible sustainability reporting assurer. The statutory sustainability reporting assurance fees in 2025 were EUR 0.2 million.

### Internal Audit

Neste's Internal Audit provides independent and objective assurance and advisory services designed to add value and improve the operations of Neste. As a component in the corporate governance process, it supports the organization by bringing a systematic approach to evaluating and improving the effectiveness of governance, risk management and control processes.

Internal Audit's activities encompass objective examinations for the purpose of providing assessments to Neste's Board's Audit Committee and management of the adequacy and effectiveness of governance, risk management and control processes at Neste. The scope of Internal Audit assessments includes evaluating that risk management practices are in place, significant risks are appropriately identified and managed, key policies and guidelines exist and are documented and effectively implemented, organizational structures and governance models enable efficient decision making, the steering system, roles and responsibilities are clear, and the results of operations and programs are consistent with established goals and objectives.

Internal Audit work is carried out based on an annual Internal Audit Plan. Neste's strategic priorities, key projects and identified risks are key elements in the audit planning process. The Vice President of Internal Audit reports periodically to the senior management and the Board Audit Committee Internal Audit's activities relative to the annual plan, including audit recommendations and action plans established by organizations aiming for the continuous improvement and mitigation of risks.

Internal Audit is also responsible for conducting special assignments on behalf of management or the Board Audit Committee. As a member of Neste's Investigation Group, the Vice President of Internal Audit participates in the investigation of suspected misconduct and breaches of Neste's policies, principles, and applicable laws and regulations. To assure an effective, efficient and value-adding process, Internal Audit actively cooperates with other Neste's assurance functions (Corporate Risk Management, Internal Control and Compliance) and senior management and shares best practices from a process and governance perspective.

Internal Audit follows the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework, including the Professional Practice of Internal Auditing. The Internal Audit reports

directly to the Board of Directors' Audit Committee and administratively to the CFO. The Board of Directors is responsible for approving the Internal Audit Charter and the annual Internal Audit Plan. The Internal Audit Charter includes the determination regarding the Internal Audit position, operational model, process and reporting lines. Internal Audit holds a non-executive meeting with the Audit Committee members and the Audit Committee Chair at least annually. The Vice President of Internal Audit is responsible for the internal audit activities specified in the Internal Audit Charter.

### 2025

Internal Audit performed internal audits set out in the Internal Audit Plan 2025, and reported audit results to the senior management and the Board Audit Committee. The Internal Audit function continued to strengthen cooperation with other Neste assurance functions such as compliance, risk management and internal controls with an aim of integrating activities and reporting to management.

Neste's strategic priorities, top risks and key business processes were the focus during 2025, including cybersecurity, procurement practices and continuity management.

## Compliance function

Neste is committed to high ethical standards and conducts its business and operates in compliance with applicable laws, regulations and generally accepted good corporate governance practice. Neste's Code of Conduct sets the framework for Neste's global business operations and establishes the ethical practices to guide Neste employees in their day-to-day business activities and decisions. Neste also requires suppliers and other business partners to comply with applicable laws and expects them to follow equivalent ethical business standards as stated in the Code of Conduct and further described in our Supplier Code of Conduct. More information about Neste's Code of Conduct in Neste's [Sustainability statement](#) in the Review by the Board of Directors and on [Neste's external web pages](#).

The purpose of Neste's Compliance function is to develop, establish, facilitate and oversee compliance procedures and programs aimed at ensuring that Neste's global organizations have effective systems and processes in place for identifying, preventing, detecting and correcting non-compliance with applicable laws, regulations and Neste's internal rules. The function supports Neste's management in their responsibility for overall compliance risk management, as well as Neste's organizational unit management in their responsibilities to identify and manage compliance risks related to their operations. The compliance function works in close collaboration with Neste's business areas, functions and other internal assurance organizations, in particular the Risk Management, Internal Control and Internal Audit functions. The compliance function is headed by the Chief Compliance Officer (CCO), who reports to Neste's General Counsel. The CCO reports regularly on compliance activities to the Neste Extended Leadership Team and to the Board's Audit Committee. Neste also has an

Ethics and Compliance Committee, which oversees and steers the management of the ethics and compliance program in Neste.

Reports on suspected misconduct received via the Company's externally operated reporting system and other reporting channels are investigated in accordance with applicable laws and Neste's internal Misconduct Investigation Standard. More information about the Misconduct Investigation Standard and reported suspected incidents of misconduct can be found in the [Sustainability statement](#) in the Review by the Board of Directors.

In addition to other reporting channels, Neste has an externally operated misconduct reporting system, Ethics Online, available to all Neste's internal and external stakeholders, including actors in its supply chains. Ethics Online serves as a grievance mechanism and enables Neste's stakeholders to raise concerns related to alleged misconduct in Neste's operations. Neste's Investigation Group is responsible for evaluating and investigating such reported cases. Neste has a strict non-retaliation policy for concerns reported in good faith. Neste's main principles and policy followed in internal misconduct investigations is described in the Company's internal Misconduct Investigation Standard. Any irregularities or misconduct are reported regularly to the Board's Audit Committee.

## Insider administration procedures

Neste complies with the EU Market Abuse Regulation (596/2014), including related regulation, as well as Nasdaq Helsinki Ltd's Insider Guideline as a minimum standard on insider matters. In addition, the Board has approved the Company's own Guidelines for Insiders.

The Company's General Counsel is responsible for the coordination and supervision of insider matters, along with the insider register manager, the insider

communication manager and individuals responsible as heads of project-specific registers. All the above individuals have their own deputies. In addition, the head of each organizational unit is responsible for supervising insider matters within their organization. The Company arranges training related to the insider guidelines.

The creation and maintenance of a project-specific insider register is the responsibility of the head of such a register, who is named in the relevant project-specific insider register.

The Company has defined, as persons discharging managerial responsibilities, the members of the Board and its secretary, the President and CEO, as well as the members of the Neste Leadership Team and its secretary. These managerial persons and their closely associated persons must report their own transactions conducted with the Company's financial instruments or financial derivatives to the Company and the Financial Supervisory Authority without delay, and no more than three business days of completing the business transaction. Reports to the Company and the Financial Supervisory Authority can be made by following the instructions on [neste.com/trading](#).

The Company has also named certain other persons as core persons, as they have better or more information about the Company than the market. These individuals are typically those who prepare the Company's Interim reports and Financial statements, persons responsible for the Company's finances, financial reporting or communication, or persons who have access to said information, as well as certain individuals in executive positions.

Persons discharging managerial responsibilities and core persons may not trade with or conduct business with the Company's financial instruments for themselves or a third party, directly or indirectly during the period

from the closing date of an interim or annual accounting period to the date of publication of the interim report or financial statements for that period. The minimum period concerned is always 30 days prior to the date of publication of the interim report or the financial statements, including the date of publication ("closed window").

The Company also maintains a project- or event-specific list of insiders for all individuals that have access to insider information and who are employed by the Company or otherwise perform tasks that provide them with access to insider information. Individuals who participate in the development and preparation of projects or events that involve insider information, such as mergers and acquisitions, are considered project- or event-specific insiders. Project-specific insiders may not trade or conduct other business using the Company's financial instruments during the project.

### Related party transactions

Neste has identified its related parties, and it is regularly engaged in transactions with some of these parties. These transactions relate to the Company's normal business operations and are in line with the purpose of the company and executed on market or market equivalent terms and practices generally observed and accepted within the industry in question.

The related party transactions are monitored in cooperation with finance and legal functions as a part of the Company's normal reporting and control procedures. The Board is responsible for overseeing the processes established for monitoring related party transactions. Information about material transactions concluded between the Company and its related parties is disclosed annually in the notes on the Company's consolidated financial statements. When required under the applicable laws and regulations, material transactions conducted with related parties are also published via a stock exchange release.

### Internal controls

The objective of internal controls at Neste is to provide reasonable assurance concerning the reliability of the financial and sustainability reporting.

Additionally, internal controls support the business in the achievement of its operational and strategic objectives by acting as performance accelerators in business processes.

The system of internal controls at Neste is based on the Committee of Sponsoring Organizations framework (the "COSO framework," 2013).

Neste's internal control requirements are defined in the Neste Internal Control Principle, Access Risk Management Principle and related standards.

Neste Internal Control function leads the Group-wide control development and monitors the internal controls throughout Neste. The Internal Controls function provides the necessary guidance for designing and performing the controls effectively.

### Control environment

The Board is responsible for ensuring that there is adequate control over the Company's accounts and finances. Responsibility for arranging this control is delegated to the President and CEO, who is required to ensure that the Company's accounts are in compliance with the law, and that its financial management has been reliably arranged.

The internal control at Neste is based on the corporate structure, whereby the operations are organized into organizational units. The heads of business areas and the finance function are responsible for establishing and maintaining appropriate, up-to-date, effective and adequate controls of financial and sustainability reporting. Operational management owns the risks and controls and is responsible for ensuring controls and deficiency-related corrective actions are implemented.

The Internal Control Principle emphasizes the importance of internal controls and clarifies the responsibilities of the Three Lines for establishing effective controls in business processes. Neste's values and management system containing the formal Code of Conduct are the foundation of the control environment. The President and CEO and corporate management are responsible for emphasizing the importance of ethical principles and correct financial and sustainability reporting.

### Risk assessment

As a prerequisite for risk assessment, the organization's objectives need to be established.

With respect to financial reporting, the general objective is to have reliable reporting and ensure that transactions are recorded and reported completely and correctly. The assessment of risk includes risks related to fraud.

More information about risk management principles is available in the [Risk management](#) section of the Annual Report.

### Control activities

Neste control activities include instructions, guidelines and procedures to ensure that the actions identified by management to address the relevant risks are carried out effectively. The most important guidelines related to financial and sustainability reporting systems and practices are documented in the Neste Corporate Governance Policy, Neste Internal Control Principle, Access Risk Management Principle, the Controls over Financial and Sustainability Reporting Standard (COFR), Internal Control Process Standard, process charts, month end workflows and detailed Finance Instructions.

Key control activities are documented in a global control catalog covering each business or financial process. Group-level policies and guidelines are documented in the Neste Management System. The control catalog is maintained in SAP GRC, the platform used for internal control management.

### Information and communication

Neste corporate-level communication practices support the completeness and correctness of financial and sustainability reporting. Neste personnel have access to adequate information and communication regarding accounting and reporting principles and control guidelines, including clarity on control responsibility and accountability. Sustainability reporting requirements and processes are communicated to the personnel, with emphasis to data correctness. The main means of communicating the relevant matters for appropriate financial and sustainability reporting consist of internal control training, detailed Finance Instructions containing accounting principles, sustainability manuals, guidelines for forecasting and reporting, information sessions, on-the-job training, process walkthroughs, and postings on internal channels and pages.

Neste business areas prepare regular financial and management reports for the management review, including analysis of and comments on financial performance. The Neste Leadership Team and the Board receive financial reports monthly. Interim reports, Financial statements and the Sustainability statement are reviewed at Audit Committee meetings, and thereafter by the Board.

### Monitoring

The Audit Committee oversees the Company's finances, financial reporting, statutory sustainability reporting, risk management, as well as the Internal Control and Internal Audit functions, as part of the Company's corporate governance. Internal control deficiencies are communicated in a timely manner to those parties responsible for taking corrective action, and to management and the Board's Audit Committee as appropriate.

The Internal Control function acts on behalf of the stakeholders to monitor the performance and assess the adequacy of the controls. Results are reported regularly to the Neste Leadership Team.

Corporate Internal Audit assesses the operational model and practices of internal control over Neste's financial and sustainability reporting as part of business and process-level audits.

### 2025

In 2025, the Internal Control function focused its resources on adapting the mature control environment to a changing operational landscape. Concurrently with significant updates to the organizational structure and the clarification of roles, the function performed essential maintenance and adaptation of the control framework to reflect the clarified organizational structure and updated responsibilities, thereby ensuring continued alignment with the new operating model. Following the multi-year development phase (2019–2024), the primary emphasis shifted to maintaining the effectiveness and quality of the critical controls. This approach ensured that the control framework remained up-to-date and fit for purpose in accordance with the new operating model.

## Building effective Internal Control is an ongoing process driven by strategy and control objectives

### Remediation

Implementation of management actions to strengthen the control environment.

### Scope

Defined based on Strategy, Regulatory requirements and Risk assessment.

### Monitoring, testing and reporting

Management uses various approaches such as Continuous Control Monitoring, separate Internal Control assessments, management testing, etc. The findings are reported to relevant stakeholders.

## Internal Control activity

Focus on controls over financial and sustainability reporting and prevention of fraud and financial losses.

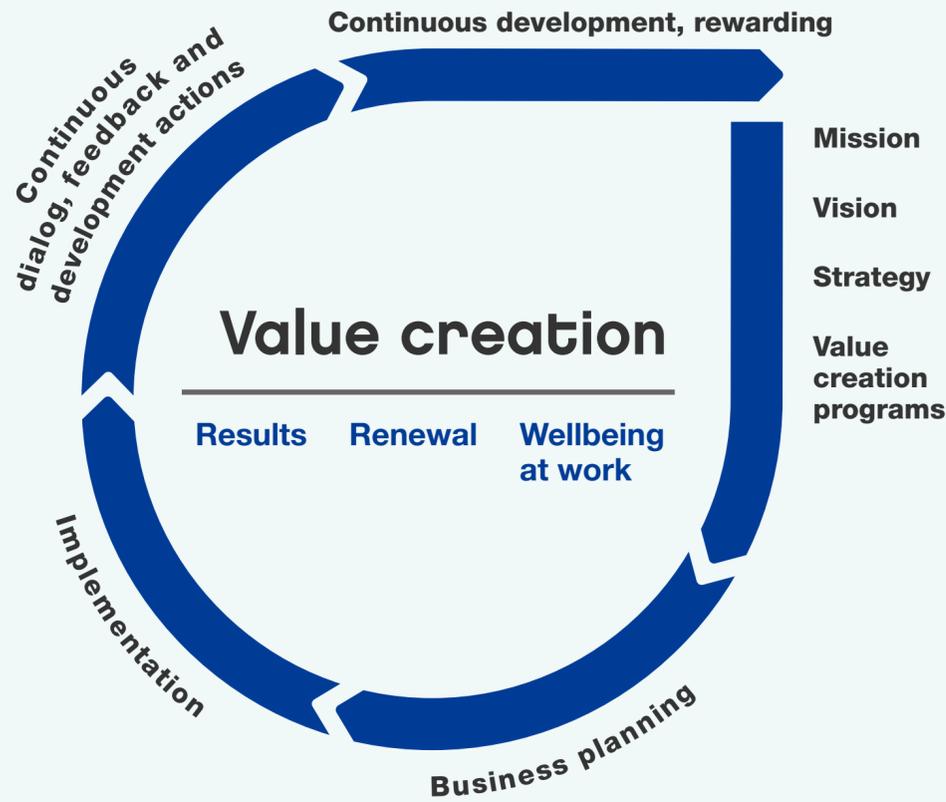
### Control development

Define and enhance the controls. Increase control automation and continuous monitoring.

### Training and communication

Neste personnel have access to adequate information regarding accounting and reporting principles and control guidelines.

## Performance Management Process



### Performance Management Process

Neste's Performance Management Process plays an essential role in helping the Group attain its strategic goals and reinforcing its performance-driven mindset. Neste's performance leadership approach fosters continuous dialog and adaptability to ensure daily operations are aligned with changing business needs.

Performance management comprises daily leadership, through which individuals, teams, units and the Company can achieve selected strategic priorities and develop organizational capability. Performance leadership is used to ensure that everyone knows the values and objectives of the Company, and their short- and long-term objectives, and what kind of competence is needed and developed to achieve these objectives.

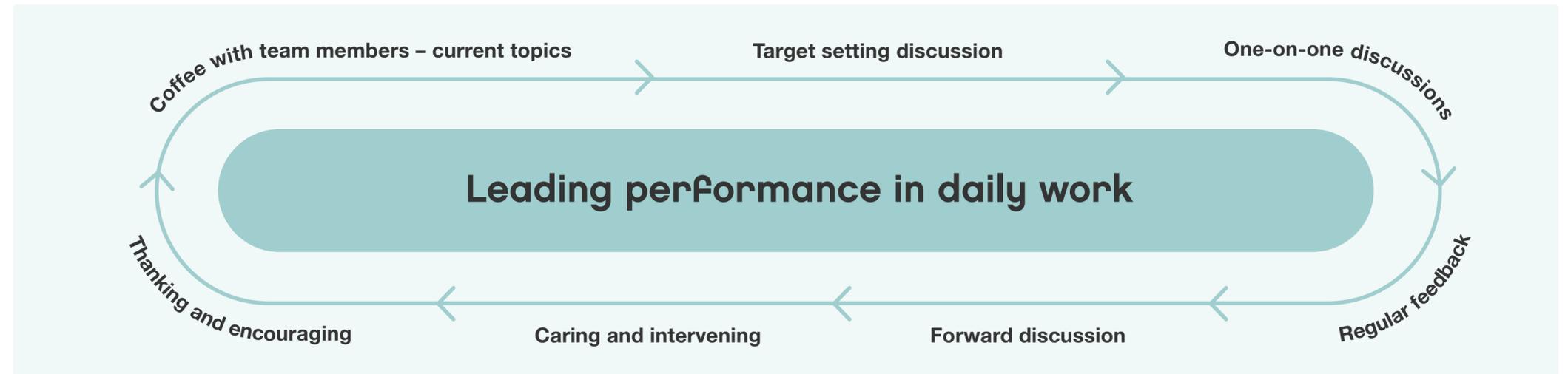
Individual and team goals are based on Neste's strategy and way of working. There is a clear link between wellbeing at work and good leadership performance.

The key elements in the Neste daily performance leadership approach are:

- setting challenging goals and following them through;
- supporting the achievement of goals with regular feedback;
- evaluating one's own performance and results;
- developing ways of working and taking responsibility for one's own competence development; and
- holding regular personal development discussions and check-in discussions that support day-to-day work.

From a financial outlook and reporting perspective, the Neste Performance Management Process consists of long-term financial projections based on the strategy and annual planning and forecasting in a midterm. During the year, performance is evaluated weekly and monthly through Management Reporting and Monthly performance reviews.

Financials and KPI-related information is evaluated against the strategic goals and business plans, and required actions are steered and followed throughout the year.





# Risk management

## Risk management objectives and scope

Neste recognizes risk management as an integral part of sound management practice and an essential element of good corporate governance. As an element of uncertainty (opportunity or threat), risk is an inevitable component of running the business. Systematic risk management practices are the means to ensure that Neste is successful in achieving the set strategic goals and business objectives and can maintain continuous operations in a changing business environment. Neste's risk management practices can be characterized by the following statements:

- The company emphasizes risk awareness and proactive management of risks;
- Risk management is a continuous process that is subject to improvement to reflect changes in the external and internal environment;
- The purpose of risk management is to systematically analyze and manage risks to increase the likelihood of achieving set objectives;
- Risks are managed as an integrated part of planning, decision making, and operational processes with a defined structure of roles and responsibilities; and
- Risk status and the sufficiency of risk treatment actions and controls are monitored systematically.

## Risk management framework and principles

Framework and principles for risk management have been defined in the Neste Corporate Risk Management policy, which has been approved by the Board of Directors. The policy is supplemented by risk management principles, guidelines and instructions for specific risk disciplines. Neste's risk management framework and processes are aligned with the internationally recognized best practices for risk management (COSO: Enterprise Risk Management – Integrating with Strategy and Performance; and ISO 31000 standard).

## Risk governance

The Neste Board of Directors has the ultimate accountability for risk oversight. Among other duties, the Board is in this role responsible for setting the Group's risk appetite and for approving the Corporate Risk Management Policy. Practical implementation, development and monitoring of risk management processes is based on the three lines of defense model. The model distinguishes between:

### 1st line of defense

The first line of defense is responsible for setting the objectives, managing day-to-day performance and reinforcing risk responses to achieve the set targets. At Neste, the first-line actors include Business Areas and Functions in their first-line roles. As a part of the first line of defense, Neste's President and CEO and the Neste Leadership Team have the overall accountability for appropriate risk management practices.

In practice, Business Areas and Functions own and manage risks with the help of a dedicated network of risk champions and coordinators. The role of the risk champions/coordinators is to represent different risk disciplines and to ensure that risk discussions are embedded in everyday management routines.

### 2nd line of defense

The role of the actors in the second line of defense is to provide guidance, support, facilitation and consultation for risk management. The second line of defense needs to have some degree of independence from the first line of defense to be able to challenge the first line in managing performance and making risk-informed decisions. At Neste, the second line of defense includes Functions in their second-line roles and specialist teams (corporate risk management, compliance and internal controls).

The Chief Risk Officer (CRO) assisted by the corporate risk management team has the overall responsibility to confirm that risk management activities are carried out consistently throughout Neste Group and all risk classes. Corporate risk management also drives the overall development of risk management practices and tools. In addition, Neste has established a separate Ethics and Compliance Committee that increases management oversight of compliance and ethics-related issues within the Group. The Committee also ascertains the adequacy of mitigation actions in higher-risk compliance areas.

### 3rd line of defense

As an independent team, Internal Audit evaluates the effectiveness and efficiency of the corporate-level risk governance model and related risk management processes, including the effectiveness of internal controls and other risk treatment actions in the scope of each audit. Internal Audit also provides recommendations for improvement areas.

### Risk reporting

Risk reporting aims for transparent, consistent and comprehensive communication of risk status in different areas. As a result of risk reporting, the Company's risk profile can be compared with the defined risk appetite, and it can be concluded whether additional risk treatment actions are needed.

Communication regarding the most important risk issues takes place along the strategic planning and performance management cycle. Formal risk reporting is directed to the Business Area and Function management teams, the Neste Leadership Team, the Audit Committee and the Board of Directors. The corporate risk management team is responsible for aggregating risk information for reporting to different internal and external audiences.

### Risk management focus in 2025

In 2025, risk management initiatives focused on strategic and external risks including scenario analyses on geopolitical risks. Other specific focus areas included

risk management support for investment projects and the Performance Improvement Program. Risk management also played an important role in aligning risk processes, roles and responsibilities after the organizational changes in 2025.

### Risks related to Neste's business

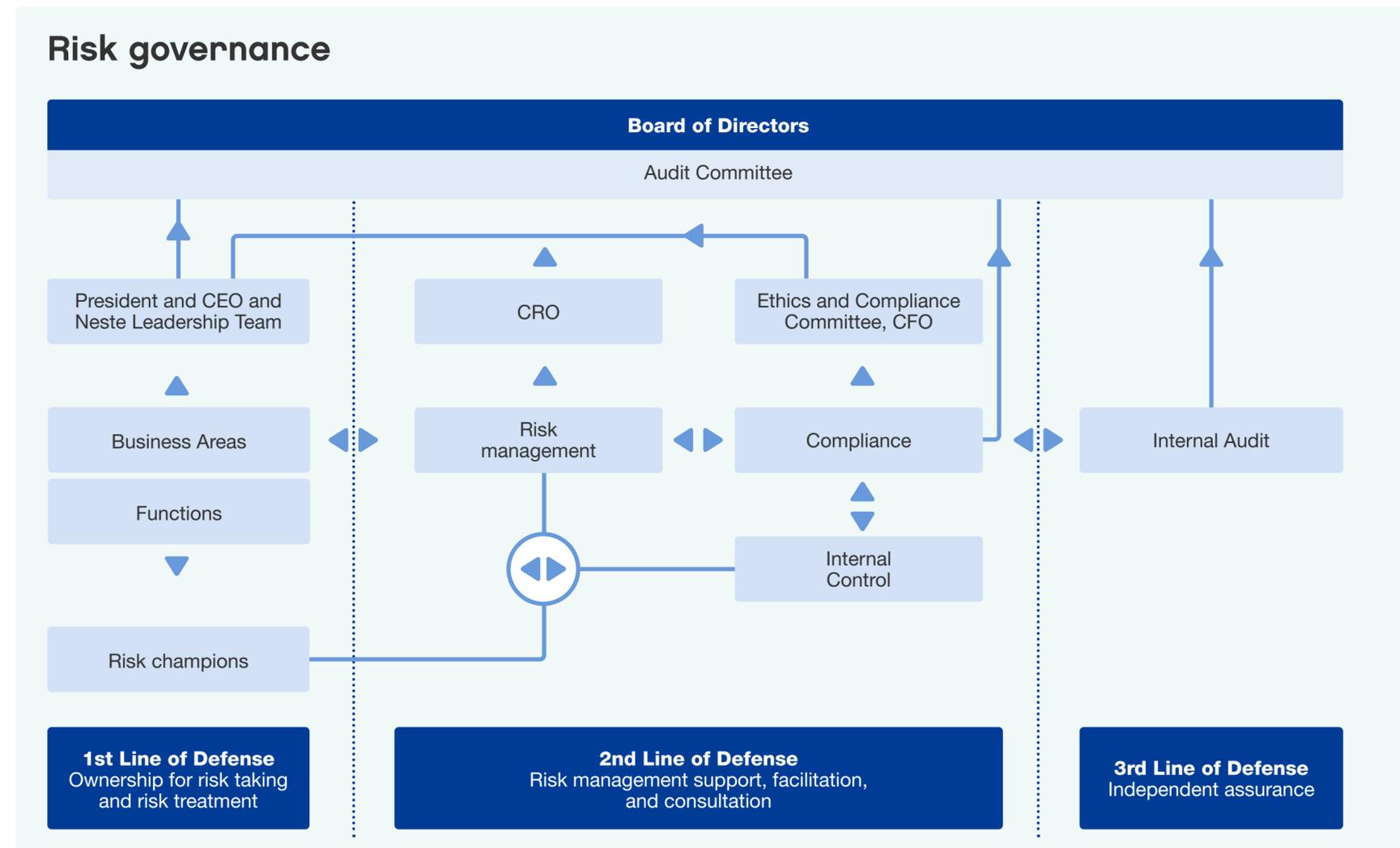
In the pursuit of its objectives and targets, Neste is exposed to various risk factors that stem from the external environment, internal decision making, operating processes and systems in use. In Neste's risk model,

risks are classified as external, strategic and operational risks based on their origin.

- External risks are exposures that Neste cannot fully influence or control. Main risk classes are changes in the external environment and risks in the extended enterprise;
- Strategic risks relate to strategic choices, strategy implementation and risks in the execution of major projects. Strategic risks are not inherently undesirable, as they typically contain both upside and downside risk potential; and

- The third category of risks, operational risks, consists of various risk classes that arise within the organization and are mostly controllable. In general, Neste does not gain strategic benefits from taking these risks.

The most significant risk factors relate to the areas mentioned below. Any one of the risks, either singly or in the aggregate, may have a material adverse effect on Neste's business, financial condition, operating results and future prospects.



## Risks related to Neste's business

	Risk type	Risk level
 <p><b>External</b></p>	<p><b>Economic conditions</b></p> <p>While the macroeconomic outlook has shown some signs of improvement, growth forecasts in Neste's key markets remain modest. A decline in global economic activity could adversely affect demand for Neste's products and associated margins. Furthermore, macroeconomic uncertainty has prompted governments to re-evaluate the affordability and funding of renewable energy. This reassessment could slow the advancement of climate policies or diminish overall climate ambitions, both of which are important for supporting demand for Neste's renewable products.</p>	
	<p><b>Geopolitics</b></p> <p>Geopolitical and trade policy tensions, alongside emerging conflicts, may disrupt international trade, financial markets, and supply chains. For instance, the continuation or escalation of tensions in Europe, the Middle East, and the South China Sea could increase regional instability and disrupt the balance and security of global energy markets. These factors could impact the balance of supply and demand in Neste's key markets and expose supply chains to additional disruption. Such disruptions could materially and adversely impact Neste's access to feedstocks, its ability to deliver products, and the completion of investment projects.</p>	
	<p><b>Climate change</b></p> <p>Neste's businesses are exposed to both physical risks (direct and acute) and transition risks. Extreme weather events and natural hazards could expose Neste's production and logistics infrastructure to unexpected disruption. Physical risks could also affect availability of key utilities and viability of different feedstock sourcing initiatives. Policy and legal implications of transitioning to a low-climate-impact economy could include economic and regulatory adjustments that affect e.g. emission trading schemes, technology requirements and valuation of assets. The indirect economic and political consequences of climate change may also contribute to the general uncertainty in the business environment.</p>	
	<p><b>Laws and regulation</b></p> <p>Changing regulation presents both an opportunity and a threat to Neste's business. Neste benefits from increased support for biofuels and renewable fuels, like Renewable Energy Directive III targets for renewable fuels in transport and its implementation in EU member states. However, changes in regulation, especially in the European Union and the United States, also create uncertainties. Regulatory changes may influence the speed at which the demand for renewable products develops, and which raw materials sources are accepted. Increasing nationalism and protectionist regulation may further fragment global renewable markets, leading to more regionalized incentive schemes, like Clean Fuel Production Credit in the US.</p>	

 Low to moderate risk level and potential impact on the execution of set targets and objectives. Efficient risk mitigating actions and controls in place.

 Moderate risk level and potential impact on the execution of set targets and objectives. Limited risk mitigation possibilities, area of risk management focus.

 Substantial risk level and potential impact on the execution of set targets and objectives. Limited risk mitigation possibilities, area of risk management focus.

	<b>Risk type</b>	<b>Risk level</b>
 <p><b>Strategic</b></p>	<p><b>Technology</b></p> <p>Neste's proprietary NEXBTL production technology is a proven technology for producing high-quality diesel and sustainable aviation fuel (SAF) from renewable raw materials. However, there is no assurance that this competitive position will continue as new players enter the market, and current competitors develop their technologies or preferences, either customer or legislative. The more rapid than anticipated development of alternative feedstocks and production technologies for liquid fuels, the evolution and adoption of engine technologies, and the introduction of alternative powertrains could increase competition for NEXBTL, which may decrease demand and lower margins for Neste's products. Furthermore, the demand for and margins of Neste's products could be adversely affected by regulatory preferences for technologies or products that compete with Neste's.</p>	
	<p><b>Competition</b></p> <p>Increases in global renewable refining and co-processing capacity relative to growth in demand for the renewable products may have a material adverse effect on Neste. Staying ahead of the competition requires continuous improvement, the ability to challenge current business models and a strong focus on innovations such as new production technologies and feedstock platforms. Neste's ability to source renewable feedstocks at quantities sufficient for its production targets and at acceptable prices is vital to achieving its strategic objectives. If new competitor capacities lead to supplies of renewable products exceeding demand, or if Neste's renewable products become less competitive, it may reduce Neste's refining margins for renewable products.</p>	
	<p><b>Project risks</b></p> <p>Successful projects play a key role in Neste's strategy deployment, operational development and the digitization of processes. Possible delays in growth projects or in the ramp-up of new production facilities pose a risk to Neste. Significant delays in project planning or execution may also reduce operational efficiency or impair Neste's ability to secure its competitive position in the future.</p>	
 <p><b>Operational</b></p>	<p><b>Business continuity</b></p> <p>The importance of business continuity management has been highlighted in the changing environment. At the company level, scenario work has played an important role, e.g., in testing potential market environment drivers and resilience to various scenarios.</p> <p>At the operational level, Neste's business performance greatly depends on the continuous reliability of its refining activities. Any shutdown of Neste's operations, whether planned or unplanned, could have a material adverse effect on Neste's business. In addition to the planned maintenance turnarounds, disruptions in the supply of utilities or breakdown of critical machinery could cause unexpected shutdowns that would affect Neste's ability to fulfill demand for end products. Likewise, interruptions in the supply chain and logistics network are a risk for Neste including inherent risks in maritime operations.</p> <p>Neste has insurance programs in place to provide protection e.g. in respect of its industrial assets. However, Neste is not insured against all potential losses. Neste could incur significant uninsured losses arising from events including operational failures, deliberate sabotage or natural hazards. Such events could have a material adverse effect on Neste's business and results of operations.</p>	
	<p><b>Safety and quality</b></p> <p>As Neste operates in a high-hazard industry there are inherent safety risks to people and the environment. To manage these risks Neste has robust safety and environmental management systems in place. Neste's products and services must also continuously meet customer requirements related, e.g., to product quality and sustainability. Evolving customer requirements, complex sourcing and logistics networks and production methods increase the exposure to quality risks that need to be managed well to maintain the high-quality brand image. As risk mitigation, Neste has implemented systematic quality management measures, both in its own operations and in partner networks.</p>	

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**Operational**

**Risk type**

**Risk level**

**Market risks**

Neste's financial results are primarily affected by the price differential, or margin, between refined petroleum and renewable product prices; and the prices for the crude oil, different vegetable oils and other feedstock used. Historically, refining margins have been volatile, and they are likely to continue to be so in the future. The main factors that may affect the refining margins include:

- Changes in the aggregate demand for and supply of raw materials and products;
- Changes in the demand for and supply of specific raw materials and products;
- Raw materials and product price fluctuations; and
- The evolution of worldwide refining capacity, and especially the development of refining capacity related to petroleum and renewable products similar to Neste's.

Volatility in oil and gas markets is expected to remain high due to eg. supply risks associated with the Ukraine war, conflicts in the Middle East and trade tensions. In the renewable fuels market, fuel supply and demand are impacted by changing regulation and trade politics, both on the feedstock and product side. Overall supportive trend for energy transition has incentivized growth in renewables production capacity whereas demand and renewables margin levels are highly dependent on both regulatory and voluntary demand growth.

As a part of risk management, Neste uses derivative instruments to protect its position against fluctuations in commodity prices. Neste is exposed to foreign exchange risks because most of the sales are denominated in US dollars, whereas operating expenses (except the purchase of raw materials) are recorded in euros. Neste limits the uncertainties related to changes in foreign exchange rates by hedging its currency risks in contracted and forecasted cash flows and balance sheet exposures. More information about market risks can be found in the Financial statements [Note 3](#) section of the Annual Report.



**Compliance**

Neste's operations and products are subject to extensive regulation (incl. environmental, health and safety, sustainability). General regulatory requirements in areas like commodity trading and data protection have also contributed to the formalization of operating procedures. As Neste's supply base has become more fragmented and diversified, and global supply chains have expanded, there is an increased exposure to regulatory requirements, as well as business conduct and sustainability risks. It is critical that Neste stays at all times compliant with various regulatory acts and sanction regimes. Non-compliance with applicable regulation or external requirements would have both adverse financial and reputational impact on Neste.



**Counterparty and credit risks**

Counterparty risk arises from all business relationships where Neste is exposed to the counterparty's failure to perform according to Neste's requirements and contractual commitments. The extent of counterparty risk has increased along the continued diversification of Neste's supply base and customer segments. To manage the risk, Neste has implemented systematic controls for counterparty screening and monitoring. Especially on the sales side, Neste is also exposed to credit risk, i.e., the potential failure of a counterparty to meet its contractual payment obligations. Risk magnitude depends on the size of the exposure concerned and the counterparty's creditworthiness, which is assessed systematically both during onboarding and during the relationship.



**Sustainability risks**

The most significant sustainability risks that relate to Neste's own operations or to the extended enterprise have been reported in line with the requirements of the Sustainability statement as a part of the [Review by the Board of Directors](#).



**Information security and cyber**

Neste's core business processes rely heavily on the secure and reliable operation of its information technology (IT) systems and the availability of critical data. While Neste leverages digitalization and emerging technologies to enhance operational efficiency and innovation, it recognizes the evolving threat landscape posed by increasingly sophisticated cyberattacks, particularly targeting the oil and gas sector.

Neste acknowledges that disruptions to its key IT systems, data breaches, violations of data privacy regulations, malicious cyberattacks or any other malicious attempts targeting operational technology (OT) and industrial control systems (ICS) could significantly impact business operations, profitability, and reputation. Therefore, Neste is committed to implementing and maintaining a robust cybersecurity program to ensure the confidentiality, integrity, and availability of its critical assets.



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# Neste Remuneration Report 2025

## Letter From the Chair of the Neste Board of Directors

### Dear Shareholder,

I am pleased to present the first remuneration report since my appointment as Chair of the Neste Board and Personnel and Remuneration Committee.

At Neste, we want to ensure that our remuneration supports the business strategy and performance on all organizational levels. We believe competitive and fair rewarding will contribute to Neste's long-term financial success, encouraging value-based behavior and individual accountability. It also contributes to long-term value for all our stakeholders.

The year 2025 was Heikki Malinen's first full year as the President and CEO, during which Neste focused on selected priorities to improve profitability, operational excellence and safety. In 2025, all Neste's business areas had solid performance – successful commercial operations in Renewable Products, high operational availability in Oil Products and good operational performance in Marketing and Services.

In 2025, Neste renewed its short-term incentive (STI) plan to better support the company's priorities by more focused goal structure and metrics. The aim is to enhance overall performance, drive operational excellence, and foster continuous improvement across all businesses and functions. Performance is measured by all businesses' comparable EBITDA, group free cash flow and safety metrics. Solid business performance is reflected in the short-term incentives (STI) that will be paid in 2026 for the financial year 2025.

Over the past three years, Neste faced significant challenges in the markets, which affected the development of Neste's shareholder return. The Performance Share Plan (PSP) 2023–2025 main performance metric was relative Total Shareholder Return (relative TSR) of Neste shares compared to the STOXX Europe 600 index between 2023 and 2025 with a weight of 80%. The Neste Total Shareholder Return was compared to the index at the 1.3th percentile and the result of this metric was 0%. The second performance metric was combined Greenhouse Gas impact with a weight of 20%. The result of this metric was 0%. Consequently, no shares reward will be paid in 2026 under the Performance share plan (PSP) 2023–2025.

In 2025, Neste renewed its long-term incentive (LTI) plan to support the company's strategy implementation and long-term value creation. The new performance metrics are Renewable Fuels Sales Volume and Neste comparable ROACE. We at Neste believe these new metrics will further encourage management's and key employee's commitment to Neste's sustainable growth.

Simultaneously, a pay cap for paid total variable remuneration was implemented and set at 230% of annual fixed compensation for the CEO and at 200% of annual fixed compensation for the senior management.

Neste continues to utilize short- and long-term incentive plans to drive the company's performance and long-term financial success. To ensure continuity and clarity, in 2026 metrics for variable pay plans will be the same as in 2025.



The following Remuneration Report outlines the remuneration of the members of the Board of Directors, the President and CEO Heikki Malinen and the previous President and CEO Matti Lehmus for the financial year 2025.

I welcome any feedback on Neste's Remuneration Report for 2025.

### Pasi Laine

Chair of the Board of Directors and  
Personnel and Remuneration Committee

## Introduction

This Remuneration Report has been prepared in accordance with the Finnish Corporate Governance Code 2025, and the requirements set forth in the Finnish Limited Liability Companies Act, the Finnish Securities Markets Act and the Decree of the Ministry of Finance. The report will be presented at the 2026 AGM of Neste for an advisory shareholder vote.

Our remuneration programs at Neste reflect our longstanding remuneration principles of supporting the strategy, paying for performance and thereby supporting Neste's long-term financial success, encouraging value-based behavior and individual accountability, and paying competitively and fairly.

Based on our remuneration principles, we have designed our remuneration policies, practices and processes to ensure that we can compete and retain the best talents in the diverse markets in which we operate. We believe that our performance-based remuneration programs, combined with selecting the right individuals for key positions, targeted talent development, proactive succession planning and appropriate market competitive compensation are key to our future success.

For our CEO, a significant proportion of remuneration is derived from variable pay to ensure that there is a strong alignment between sustainable value creation for shareholders, company performance and compensation. The Board of Directors sets the targets for both short- and long-term incentives, and the variable payouts are directly linked to strategic financial and ESG measures.

### Application of the Remuneration Policy in 2025

The remuneration for the Board of Directors and the CEOs during the financial year 2025 was executed in accordance with the 2024 Remuneration Policy. No deviations from the Remuneration Policy have been made, and no remuneration of the Board of Directors or the CEOs has been reclaimed or restated during the financial year 2025.

## Remuneration and company performance over the last five financial years

	2021	2022	2023	2024	2025
<b>Company performance</b> (in EUR million)					
Comparable EBITDA	1,920	3,537	3,458	1,252	1,683
<b>Paid compensation</b> (in EUR thousands)					
Average compensation of Members of the Board <sup>1)</sup>	51	73	63	83	83
President and CEO <sup>2)</sup>	2,046	1,436	2,014	1,689	2,839
Average compensation of Neste employee <sup>3)</sup>	78	86	89	85	90
Average compensation of Neste employee in Finland <sup>3)</sup>	72	76	77	74	80

<sup>1)</sup> Includes all fees paid to the members (annual board fees, meeting fees). The payment practice changed in 2022 and board fee was paid monthly until AGM and total annual board fee from board membership 2022–2023 was paid in May 2022.

<sup>2)</sup> Taxable value of the remuneration in each year, includes all remuneration elements: fixed salary including benefits, short- and long-term incentive payments and supplementary pension contributions. The total amount reflects the remuneration of Peter Vanacker until 4/2022, Matti Lehmus from 5/2022 until 14 October 2024 and Heikki Malinen from 15 October 2024 onwards.

<sup>3)</sup> Includes all wages and salaries incl. incentive payments (STI based on accrual, LTI based on accounting value) without indirect employee costs (social security costs, pension costs, other costs) divided by the average number of personnel during the year.

## Remuneration of the Board of Directors for the previous financial year

The Annual General Meeting decides on the remuneration for the members of the Board, based on the proposal of the Shareholders' Nomination Board, for one period at a time until the closure of the next AGM. On 25 March 2025, the 2025 AGM confirmed the following annual fees for the members of the Board of Directors. 99.34% of the votes cast were in favor of the proposal of the Shareholders' Nomination Board.

Chair	165,000 EUR per annum
Vice Chair	90,000 EUR per annum
Chair of Audit Committee <sup>1)</sup>	90,000 EUR per annum
Members	75,000 EUR per annum
<b>Meeting fees</b>	
Meeting held in the member's home country	1,000 EUR
Meeting held outside the member's home country	2,000 EUR

<sup>1)</sup> If he or she does not simultaneously act as Chair or Vice Chair of the Board

Meeting fees were paid based on attendance, plus compensation for expenses in accordance with the Company's travel guidelines.

The meeting fee for meetings held over the telephone or through other means of data communication was paid according to the fee payable for meetings held in each member's home country. The meeting attendance fees include meeting fees paid due to special tasks set by the Board of Directors, but not travel expenses.

Details of the shareholdings of the Board of Directors are shown on the web pages.

### Remuneration paid to the members of the Board in 2025

The AGM 2025 decided that 40% of the fixed annual fee was to be paid in the form of shares, and 60% in cash. The shares were purchased directly on behalf of the Board members within two weeks following the publication of the interim report for the period 1 January to 31 March 2025 from the market at a price formed in public trading. The Company has paid all costs and transfer tax related to the purchase of Company shares. Transfer tax has been handled as taxable income for each member. The total cash part of the annual Board fee for the Board membership period 2025–2026 were paid in May 2025. Meeting fees were paid during the year after the meetings.

EUR	Total annual fee	Meeting fees	Total
Pasi Laine, Chair <sup>1)</sup>	165,000	25,000	190,000
John Abbott, Vice Chair <sup>2)</sup>	90,000	21,000	111,000
Nick Elmslie	75,000	29,000	104,000
Anna Hyvönen <sup>3)</sup>	75,000	16,000	91,000
Just Jansz	75,000	23,000	98,000
Essimari Kairisto <sup>3)</sup>	90,000	20,000	110,000
Conrad Keijzer	75,000	26,000	101,000
Sari Mannonen	75,000	24,000	99,000
<b>Former Board members</b>			
Matti Kähkönen (Chair until 25 March 2025)	-	3,000	3,000
Eeva Sipilä (Vice Chair until 13 February 2025)	-	4,000	4,000
Johanna Söderström (Member until 25 March 2025)	-	6,000	6,000

<sup>1)</sup> Chair of the Board since 25 March 2025.

<sup>2)</sup> Vice Chair of the Board since 25 March 2025.

<sup>3)</sup> Member of the Board since 25 March 2025.

Remuneration has been paid from the parent company.

## Remuneration of the President and CEO in 2025

Neste's Board of Directors decides on the remuneration of the President and CEO. The available remuneration elements are defined in Neste's Remuneration Policy and are aligned with market practices. The remuneration of the CEO consists of a fixed annual remuneration, including a base salary and fringe benefits, and variable remuneration, including short- and long-term incentives plans and a supplementary pension.

### Variable remuneration

The President and CEO's short-term incentives, including the terms and conditions, are determined by Neste's Board of Directors. The Board of Directors annually sets and evaluates targets for the President and CEO. The maximum short-term incentive for the current President and CEO was 120% in 2025.

The Board of Directors decides on and implements Neste's long-term incentive plans and the earning opportunity for the President and CEO. The purpose of these plans is to drive Neste's long-term performance and success. Currently the maximum LTI earning opportunity for the President and CEO is 200% of annual fixed salary at grant.

The combined value of variable remuneration elements (the STI and LTI) paid during a calendar year cannot exceed 230% of annual fixed compensation.

### Supplementary pension

The supplementary pension of the current President and CEO is a defined contribution plan with an annual contribution of 20% of the fixed annual salary and a retirement age of 66 years.

The table below includes the taxable value of the remuneration for the President and CEO Heikki Malinen:

President and CEO's total remuneration	Paid in 2025 (EUR)
Fixed annual salary <sup>1)</sup>	1,200,240
Short-term incentive plan <sup>2)</sup>	11,340
Long-term incentive plan, taxable value of one-time supplementary arrangement 1,250,000 EUR paid in shares <sup>3)</sup>	1,375,573
Supplementary pension	252,000
Total	2,839,153
Proportion of fixed and variable remuneration (supplementary pension excluded)	Fixed 46% Variable 54%

<sup>1)</sup> Benefits and vacation pay included in the fixed remuneration.

<sup>2)</sup> Based on the financial year 2024 performance and prorated to start date.

<sup>3)</sup> Taxable value of one-time supplementary arrangement of 1,250,000 EUR paid in shares that vested in October 2025. The monetary amount of this reward was converted to shares based on the fair value of Neste share which prevailed at the vesting time. The difference between the value of this reward at vesting and the taxable value on the date of actual payment is due to the development of the share price. At vesting the share price used was EUR 16.42 (based on volume weighted average price during 8 August – 29 October 2025) and the date of payment 31 October 2025 the share price was EUR 18.07 (volume weighted average price on 31 October 2025).

The previous CEO Matti Lehmus received in 2025 as termination benefits in accordance with his contract 475,430 EUR fixed salary including benefits and vacation pay, 162,672 EUR STI (STI 2024 paid in 2025 and STI 2025 prorated until end date), 4,742 EUR LTI payment for PSP 2022–2024, 56,329 EUR supplementary pension payment and 450,630 EUR severance payment of six months salary.

Remuneration has been paid from the parent company.

## Short-term incentives

The purpose of the short-term incentives is to reward and incentivize improvements in short-term financial and operational performance and support the delivery of the business strategy.

The incentive payment of 1,512,000 EUR will be paid in March 2026 for the President and CEO Heikki Malinen. According to his contractual agreement, STI 2025 and STI 2026 include a multiplier and final STI payment will be multiplied by two. However the maximum STI payment is capped at 120% of the annual fixed compensation, and any STI reward exceeding this will not be paid.

Below are details of the short-term incentive plans in 2024 and 2025. STI scale changed for 2025 related to the renewal of the short-term incentive plan.

Performance metric	Weight in 2024	STI 2024, paid in 2025		STI 2025, to be paid in March 2026	
		2024 Performance outcome %		2025 Performance outcome %	
		Threshold	50%	Weight in 2025	Minimum
Renewable Products comparable EBITDA	30%	Target	100%	Maximum	100%
		Maximum	200%		
Renewable Products comparable EBITDA	30%		0	35%	70%
Oil Products comparable EBITDA	20%		0	25%	62%
Group Free Cash Flow	20%		0	30%	100%
Comparable ROACE	10%		0	-	-
Group Safety (TRIF)	10%		60	5%	13%
Group Process Safety (PSER)	10%		0	5%	67%
Total weighted outcome <sup>1)</sup>	100%		6	100%	74%

<sup>1)</sup> With performance metric outcomes without rounding

The maximum short-term incentive for the President and CEO is 120% in 2026. Details of the short-term incentive plan 2026 metrics for the President and CEO for 2026, potential reward payment in March 2027:

Performance metric	Weight
Renewable Products comparable EBITDA, MEUR	35%
Oil Products comparable EBITDA, MEUR	25%
Group Free Cash Flow, MEUR	30%
Group Safety (TRIF)	5%
Group Process Safety (PSER)	5%

## Long-term incentives

The objectives of the share-based long-term incentive scheme are to align the interests of Neste' management and key employees with those of the Company's shareholders and, thus, to promote shareholder value creation in the long term, to commit management to achieving Neste's strategic targets and to retain its key employees.

Performance Share Plan 2023–2025 will vest in 2026. The plan had a three year-long performance period for both metrics and the total performance outcome was 0%.

The President and CEO Heikki Malinen was also entitled to a one-time supplementary arrangement of 1,250,000 EUR payable in shares (Restricted Share Plan) which vested in October 2025. This was granted at hire in recognition of forfeiting previous employer awards according to Neste Remuneration Policy. The one-time award was granted in shares to create a link to company long-term share performance and encourage share ownership. The President and CEO is required to accumulate and maintain a shareholding which is equivalent to the annual fixed salary.

Performance Share Plan	Performance metric	Weight	Performance metric outcome %	Total weighted Performance outcome %	Number of max gross shares granted		Number of gross shares vested		Vesting time
					Heikki Malinen	Matti Lehmus	Heikki Malinen	Matti Lehmus	
PSP 2022–2024	Relative Total Shareholder Return (TSR) compared to the STOXX Europe 600 Index	80%	0%	2%	-	26,400	-	528	2025
	Combined Greenhouse Gas Impact 2022–2024	20%	10%						
PSP 2023–2025	Relative Total Shareholder Return (TSR) compared to the STOXX Europe 600 Index	80%	0%	0%	Prorated 29,097 from employment start date	Original 23,600, prorated 18,683 until end date	0	0	2026
	Combined Greenhouse Gas Impact 2023–2025	20%	0%						
PSP 2024–2026	Relative Total Shareholder Return (TSR) compared to the STOXX Europe 600 Index	80%	-	-	Prorated 54,038 from employment start date	Original 33,700 Prorated 15,446 until end date	-	-	2027
	Combined Greenhouse Gas Impact 2024–2026	20%	-	-					
PSP 2025–2027	Renewable Fuels Sales Volume 2025–2027	60%	-	-	290,200	n/a		n/a	2028
	Neste comparable ROACE 2027	40%	-	-					
<b>Restricted Share Plan</b>									
RSP 2022–2024	-	-	-	-	1,250,000 EUR in shares	n/a	76,123	n/a	2025
RSP 2023–2025							RSP 2022–2024: 53,700		
RSP 2024–2026							RSP 2023–2025: 18,680		
							RSP 2024–2026: 3,743		



# Review by the Board of Directors

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# Review by the Board of Directors 2025

The year 2025 marked a turning point for Neste, and the company succeeded in improving its financial performance. The beginning of the year was challenging for the company in many ways amidst depressed oil and renewable products markets. To change course, the company decisively initiated a group-wide performance improvement program, including strict capital discipline. During the year, Neste managed to streamline the operations, improve cost-competitiveness and strengthen the financial performance. While the program continues in 2026 and there is still a lot to do, Neste's operational efficiency and financial position have significantly improved. At the same time, the company is seeing favorable regulatory developments and increasing demand for renewable fuels in Europe.

Group full-year comparable EBITDA reached EUR 1,683 (1,252) million. The performance improvement program managed to reach EUR 376 million EBITDA run rate improvement in 2025. The program exceeded the target of EUR 350 million EBITDA run rate improvement one year ahead of the original timeline of the end of 2026. The free cash flow was EUR 759 (-341) million driven by improved business performance, tight working capital management and successful execution of the performance improvement program. This decreased the company's leverage ratio to 34.3% (36.1%), which is well below its financial target of 40%.

In Renewable Products, the full-year comparable sales margin was USD 411 (377)/ton and the segment's comparable EBITDA improved to EUR 764 (514) million. Sales volume in Renewable Products reached 4.1 (3.7) million tons. The renewable diesel market improved towards the end of the year.

In Oil Products, the full-year total refining margin was USD 14.0 (14.1)/bbl and comparable EBITDA increased to EUR 808 (633) million. Average refinery utilization rate of the Porvoo refinery was 90% (76%) in 2025.

In Marketing & Services, the comparable EBITDA for the full year reached EUR 111 (101) million.

Neste's strategic investment project in Rotterdam proceeded throughout 2025 and when completed the expanded refinery will be optimally positioned to support the growing European renewables market. The investment will increase Neste's total renewables annual nameplate production capacity to 6.8 Mt.

The Board has proposed a dividend payout of 0.20 euros (0.20) per share for the year 2025 to the Annual General Meeting.

Figures in parentheses refer to the financial statements for 2024, unless otherwise noted.

## The Group's results for 2025

Neste's full-year 2025 revenue totaled EUR 19,016 (20,635) million. Lower prices reduced revenue by EUR -1.2 billion. This was compensated by volume increases in both Renewable Products and Oil Products that resulted in EUR 2.0 billion positive impact. Currency exchange rates together with lower Oil Products trading volume and trading price had an approximately EUR -2.4 billion negative impact on revenue.

Group comparable EBITDA was EUR 1,683 (1,252) million. Higher sales volumes and margins supported Renewable Products with comparable EBITDA increasing to EUR 764 (514) million and higher sales margins increased Oil Products' comparable EBITDA to EUR 808 (633) million. Marketing & Services' comparable EBITDA rose to EUR 111 (101) million.

Group EBITDA was EUR 1,438 (1,005) million. Inventory valuation losses were EUR -159 (-359) million and changes in the fair value of open commodity and currency derivatives EUR -42 (84) million. Organizational restructuring related one-off costs booked totaled EUR 37 million. These one-off costs have been eliminated from comparable EBITDA. Profit before income taxes was EUR 199 (-113) million, and net profit was EUR 144 (-95) million. Earnings per share were EUR 0.19 (-0.12).

## Group key figures, MEUR

	2025	2024
<b>Comparable EBITDA</b>	1,683	1,252
- inventory valuation gains/losses	-159	-359
- changes in the fair value of open commodity and currency derivatives	-42	84
- capital gains/losses	4	-2
- other adjustments	-49	29
<b>EBITDA</b>	1,438	1,005

	2025	2024
<b>Revenue</b>		
Renewable Products	8,095	7,321
Oil Products	9,322	11,829
Marketing & Services	4,310	4,687
Others	166	125
Eliminations	-2,878	-3,326
Total	19,016	20,635

	2025	2024
<b>Comparable EBITDA</b>		
Renewable Products	764	514
Oil Products	808	633
Marketing & Services	111	101
Others	-1	-1
Eliminations	1	6
Total	1,683	1,252

	2025	2024
<b>Operating profit</b>		
Renewable Products	151	-347
Oil Products	325	345
Marketing & Services	82	72
Others	-62	-51
Eliminations	6	6
Total	503	25

## Financial targets

Neste's key financial targets are to reach EUR 350 million EBITDA<sup>1)</sup> run rate improvement by the end of 2026 from the performance improvement program, and to maintain the leverage ratio below 40%. At the end of December, the EBITDA run rate improvement from the performance improvement program reached EUR 376 million, and leverage ratio was well below the 40% target at 34.3%.

<sup>1)</sup> EBITDA improvement vs. 2024 baseline, including depreciation of leases

## Cash flow, investments, and financing

The Group's net cash generated from operating activities totaled EUR 1,747 (1,154) million in 2025. The increase to the previous year resulted from improved profitability and release of net working capital. The Group's net working capital in days outstanding was 34.7 (39.4) days on a rolling 12-month basis at the end of the year. Despite the continued capital expenditure in Rotterdam refinery expansion project, the Group's cash flow before financing activities improved to EUR 759 (-341) million during 2025.

MEUR	2025	2024
EBITDA	1,438	1,005
Capital gains/losses	-3	1
Other adjustments	139	-150
Change in net working capital	364	454
Finance cost, net <sup>1)</sup>	-180	-150
Income taxes paid	-11	-5
Net cash generated from operating activities	1,747	1,154
Capital expenditure	-936	-1,563
Other investing activities	-52	67
Free cash flow (Cash flow before financing activities)	759	-341

<sup>1)</sup> The Finance cost, net has been adjusted in 2025 to exclude the effect of exchange rate fluctuations on cash held in line with IAS 7. The comparison figures have been adjusted accordingly.

Cash-out investments excluding M&A were EUR 923 (1,552) million, and totaled EUR 939 (1,566) million including M&A in 2025. Renewable Products' investments amounted to EUR 753 (1,012) million, Oil Products' investments totaled EUR 139 (466) million and Marketing & Services' investments were EUR 24 (27) million. Investments in Others were EUR 23 (61) million. The comparison figure in both Group and Oil Products segment is impacted by the Porvoo turnaround 2024.

Neste completed several financing transactions in 2025. These included the issuance of a EUR 700 million green bond through its Euro Medium Term Note (EMTN) program and refinancing of its EUR 1,300 million syndicated multicurrency revolving credit agreement. Furthermore, Neste refinanced a total of EUR 500 million of debt.

Interest-bearing net debt was EUR 3,817 (4,192) million at the end of December 2025. The net debt ratio to rolling 12 months EBITDA was 2.7 (4.2). The average interest rate of borrowing at the end of December was 3.8% (3.3%) and the average maturity was 3.9 (4.1) years.

The Group's liquid funds and committed, unutilized credit facilities amounted to EUR 3,567 (2,880) million at the end of December. There are no financial covenants in the Group's loan agreements.

In accordance with its hedging policy, Neste hedges a large part of its net foreign currency exposure for the next 12 months, mainly using forward contracts and currency options. The most important hedged currency is the US dollar. At the end of December, the Group's foreign currency hedging ratio was approximately 52% of the sales margin for the next 12 months.

<b>US dollar exchange rate</b>	<b>2025</b>	<b>2024</b>
EUR/USD, market rate	1.13	1.08
EUR/USD, effective rate <sup>1)</sup>	1.10	1.09

<sup>1)</sup> The effective rate includes the impact of currency hedges.

## Segment reviews

Neste's businesses are grouped into three reporting segments: Renewable Products, Oil Products and Marketing & Services.

### Renewable Products

<b>Key financials</b>	<b>2025</b>	<b>2024</b>
Revenue, MEUR	8,095	7,321
Comparable EBITDA, MEUR	764	514
EBITDA, MEUR	718	242
Operating profit, MEUR	151	-347
Net assets, MEUR	8,863	9,064
Comparable sales margin, USD/ton	411	377

<b>Key drivers</b>	<b>2025</b>	<b>2024</b>
Renewable diesel reference gross margin <sup>1)</sup> , USD/ton	435	460
Biomass-based diesel (D4) RIN, USD/RIN	1.01	0.59
California LCFS Credit, USD/CO <sub>2</sub> ton	56	60
Waste and residues' share of total feedstock, %	95	90

<sup>1)</sup> RD Reference gross margin = 60% Argus HVO Class II less UCO CIF ARA adjusted by standard production yield, 40% Argus R100 UCO California less Argus UCO US Gulf Coast adjusted by standard production yield.

Renewable Products' 2025 comparable sales margin reached USD 411 (377)/ton. The segment's full-year comparable EBITDA rose to EUR 764 (514) million. Sales volumes increased and contributed EUR 420 million to comparable EBITDA year-over-year. However, due to higher feedstock costs, sales margin had a negative impact of EUR -164 million while a weaker US dollar had a negative impact of EUR -72 million on the segment's comparable EBITDA compared to the previous year. The segment's fixed costs were EUR 43 million lower than in 2024. The Blender's Tax Credit (BTC) contribution decreased from EUR 590 million in 2024 to EUR 27 million in 2025 as it was only applicable for SAF sales until September of 2025. Neste recognized EUR 126 million from Clean Fuel Production Credits (CFPC) in 2025.

In 2025, European end product markets were weak in the first half but strengthened during the second half of the year as the market began preparing for EU RED III (Renewable Energy Directive) implementations. At the end of the year, the renewable diesel benchmark HVO class II market price was nearly 700 USD/t and SAF 400 USD/t higher compared to previous year. Strong end of year performance was driven by constraints in production and stronger demand while imports stayed contained following the EU anti-dumping duties on Chinese biomass-based diesel introduced in February. For most of the year, SAF traded at a discount to HVO II except from August to November when SAF imports were at a lower level.

In the US, the year was characterized by uncertainty over regulation. Mid-year, markets strengthened on release of IRS's Clean Fuel Production Credit (CFPC) plans, but as the year progressed, uncertainty returned due to the delay in the finalization of the Environmental Protection Agency's (EPA) 2026 Renewable Fuel Obligation (RVO) proposal. This uncertainty impacted US product margins and feedstock demand negatively. As new regulation was indicated to favor North American feedstocks, demand for imported feedstocks reduced, which then increased the availability of feedstocks globally but the prices remained above the previous year's level.

<b>Production</b>	<b>2025</b>	<b>2024</b>
Renewable Diesel <sup>1)</sup> , 1,000 ton	3,313	2,981
SAF, 1,000 ton	841	526
Other products, 1,000 ton	89	87
Total	4,244	3,594
Utilization rate <sup>2)</sup> , own production, %	73	65

<sup>1)</sup> Including production from Martinez joint operation.

<sup>2)</sup> Based on nameplate capacity of 4.5 Mton/a of own operations

<b>Sales</b>	<b>2025</b>	<b>2024</b>
Renewable Diesel, 1,000 ton	3,175	3,225
SAF, 1,000 ton	867	412
Other products, 1,000 ton	93	92
Total	4,134	3,729
Share of RD & SAF sales volumes to Europe, %	72	51
Share of RD & SAF sales volumes to North America, %	28	49

## Oil Products

Key financials	2025	2024
Revenue, MEUR	9,322	11,829
Comparable EBITDA, MEUR	808	633
EBITDA, MEUR	639	667
Operating profit, MEUR	325	345
Net assets, MEUR	1,999	2,300
Total refining margin, USD/bbl	14.0	14.1

Oil Products' full-year comparable EBITDA rose to EUR 808 (633) million. The total refining margin averaged USD 14.0/bbl (14.1/bbl) in 2025 and had a negative impact of EUR -44 million on the comparable EBITDA compared to the previous year. The margin was weighed down by mild winter in the first quarter and higher supply costs in the second quarter but strengthened markedly during the second half of the year. Sales volumes were at a higher level and had a positive impact of EUR 187 million on the comparable EBITDA year-over-year. Currency exchange rates had a negative impact of EUR -31 million on the comparable EBITDA, and the segment's fixed costs were EUR 13 million lower than in 2024.

Crude oil prices were volatile during 2025 and Brent traded between USD 59/bbl and USD 82/bbl. Oil markets were affected by macro-economic uncertainties, geopolitical events, sanctions and OPEC's decision to unwind production cuts which drove global oil inventories up.

European refining margins were volatile but higher than in 2024. After a milder first half of the year, margins strengthened clearly during the second half as supply side drivers supported the markets. On average, both diesel and gasoline cracks were above their long-term averages in 2025. Key utility prices did not change materially year-over-year.

Production	2025	2024
Refinery		
Production, 1,000 ton	11,278	9,652
Utilization rate, %	90	76
Refinery production costs, USD/bbl	6.5	6.7

Sales from in-house production, by product category (1,000 t)	2025	%	2024	%
Middle distillates <sup>1)</sup>	5,688	48	4,626	46
Light distillates <sup>2)</sup>	4,461	38	3,877	38
Heavy fuel oil	1,087	9	1,079	11
Other products	632	5	565	6
Total	11,868	100	10,147	100

<sup>1)</sup> Diesel, jet fuel, heating oil, low sulphur marine fuels

<sup>2)</sup> Motor gasoline, gasoline components, LPG

Sales from in-house production, by market area (1,000 t)	2025	%	2024	%
Baltic Sea area <sup>1)</sup>	7,778	66	6,606	65
Other Europe	3,665	31	2,401	24
North America	142	1	443	4
Other areas	284	2	697	7
Total	11,868	100	10,147	100

<sup>1)</sup> Finland, Sweden, Estonia, Latvia, Lithuania, Poland, Denmark

## Marketing & Services

Key financials	2025	2024
Revenue, MEUR	4,310	4,687
Comparable EBITDA, MEUR	111	101
EBITDA, MEUR	109	100
Operating profit, MEUR	82	72
Net assets, MEUR	215	198

Marketing & Services segment's full-year comparable EBITDA was EUR 111 (101) million. Lower market demand driven by the mild winter early in the year decreased sales volumes and had a negative impact of EUR -4 million. Unit margins increased and had a positive impact of EUR 11 million on the comparable EBITDA. Prior year margins were negatively impacted by inventory losses from decreased global fuel prices. The segment's fixed costs were EUR 1 million higher year-over-year.

Sales volumes by main product categories, million liters	2025	2024
Gasoline, station sales	615	608
Diesel, station sales	1,526	1,549
Heating oil	773	842

Net sales by market area, MEUR	2025	2024
Finland	3,336	3,657
Baltic countries	974	1,030
Total	4,310	4,687

## Shares, share trading, and ownership

Neste's shares are listed at Nasdaq Helsinki Ltd. The share price closed the year at EUR 19.41 up by 60.0% compared to the end of 2024. At its highest during the year, the share price reached EUR 20.22, while the lowest share price was EUR 6.79. Market capitalization was EUR 14.9 billion as of 31 December 2025. An average of 2.02 million shares were traded daily, representing 0.3% of the company's shares.

At the end of December 2025, Neste held 936,999 treasury shares. Neste's share capital registered with the Trade Register totaled EUR 40 million, and the total number of shares was 769,211,058.

The Board of Directors has authorizations to issue and buy back shares. The authorizations shall remain in force for 18 months from the decision taken by the AGM on 25 March 2025. The Board is authorized to decide the issue and purchase of 23,000,000 (2.99%) Company shares.

As of 31 December 2025, the State of Finland owned directly 44.2% (44.2% at the end of 2024) of outstanding shares, foreign institutions 26.4% (29.8%), Finnish institutions 17.7% (14.8%) and households 11.7% (11.2%).

### Largest shareholders as of 31 December 2025

Shareholder	Shares	% of shares
Prime Minister's Office	340,107,618	44.22
Ilmarinen Mutual Pension Insurance Company	24,891,508	3.24
Varma Mutual Pension Insurance Company	23,018,591	2.99
Elo Mutual Pension Insurance Company	10,430,000	1.36
The Finnish Social Insurance Institution	6,100,272	0.79
The State Pension Fund	5,000,000	0.65
Kurikan Kaupunki	4,652,625	0.60
OP-Finland	3,056,233	0.40
Nordea Bank Abp	2,709,897	0.35
St1 Nordic Corporation	2,530,000	0.33
Keele Oy	2,400,000	0.31
Säästöpankki Kotimaa Mutual Fund	1,983,290	0.26
Veritas Pension Insurance Company Ltd.	1,852,429	0.24
Danske Invest Finnish Equity Fund	1,821,556	0.24
Seligson & Co OMX Helsinki 25 Exchange Traded Fund (ETF)	1,557,010	0.20
OP-Henkivakuutus Ltd.	1,520,272	0.20
Nordea Pro Finland Fund	1,515,680	0.20
Society of Swedish Literature in Finland	1,453,153	0.19
OP-Finland Index Fund	1,427,182	0.19
Nordea Fennia Fund	1,341,634	0.17
20 largest shareholders total	439,368,950	57.12
Nominee registered	201,854,362	26.24
Other shares	127,987,746	16.64
Total	769,211,058	100.00

### Breakdown of share ownership as of 31 December 2025

By the number of shares owned

No. of shares	No. of shareholders	% of shareholders	Total no. of shares	% of shares
1–100	91,574	47.11	3,579,639	0.47
101–500	63,261	32.55	16,086,792	2.09
501–1,000	18,742	9.64	13,856,331	1.80
1,001–5,000	17,850	9.18	37,235,165	4.84
5,001–10,000	1,849	0.95	12,873,619	1.67
10,001–50,000	934	0.48	17,417,620	2.26
50,001–100,000	81	0.04	5,505,247	0.72
100,001–500,000	50	0.03	10,182,146	1.32
500,001+	41	0.02	652,474,499	84.82
Total	194,382	100.00	769,211,058	100.00
of which nominee registered	11	0.00	201,854,362	26.24

By the owner sector	% of shares
State of Finland	44.2
Non-Finnish shareholders	26.4
Households	11.7
General government	10.0
Financial and insurance companies	3.2
Corporations	3.0
Non-profit organizations	1.6
Total	100.0

## Corporate governance

Neste's Corporate Governance Statement 2025 is issued separately from the Review by the Board of Directors. The Corporate Governance Statement can be found, in addition to the Annual Report, at [www.neste.com/investors/corporate-governance](http://www.neste.com/investors/corporate-governance).

The control and management of Neste Corporation is divided between shareholders, the Board of Directors, and the President and Chief Executive Officer (CEO). The Annual General Meeting of Shareholders appoints the Board of Directors based on a proposal made by the Shareholders' Nomination Board. The term of office of the Board of Directors will expire at the end of the next Annual General Meeting of Shareholders (AGM) following its election. Neste's President and CEO is appointed and expelled by the Board of Directors.

Changes to the company's Articles of Association can be made at the General Meeting of Shareholders based on a proposal by the Board of Directors.

Neste Corporation's Annual General Meeting (AGM) was held on 25 March 2025 in Helsinki. The AGM adopted the company's Financial Statements and Consolidated Financial Statements for 2024 and discharged the Board of Directors and the President & CEOs from liability for 2024. The AGM resolved to reject the remuneration report for 2024. The resolution made is advisory. The AGM supported other proposals presented to the meeting.

## Dividend payment

The AGM approved the Board of Directors' proposal that a dividend of EUR 0.20 per share would be paid on the basis of the approved balance sheet for 2024.

The dividend was paid to shareholders registered in the shareholders' register of the Company maintained by Euroclear Finland Oy on the record date of the dividend payment, which was 27 March 2025. The dividend was paid on 3 April 2025.

## Composition and remuneration of the Board of Directors

In accordance with the proposal made by the Shareholders' Nomination Board, the AGM confirmed the number of members of the Board of Directors at eight.

The AGM decided that the following were re-elected to serve until the end of the next AGM: John Abbott, Nick Elmslie, Just Jansz, Conrad Keijzer, Pasi Laine and Sari Mannonen. Anna Hyvönen and Essimari Kairisto were elected as new members.

Pasi Laine was elected as the Chair and John Abbott as the Vice Chair of the Board.

The AGM decided on the remuneration to the Board for the term starting at the end of the 2025 AGM and ending at the end of the 2026 AGM as follows:

- Chair: EUR 165,000;
- Vice Chair: EUR 90,000;
- Chairs of the Committees: EUR 90,000 if the person does not simultaneously act as Chair or Vice Chair; and
- Members: EUR 75,000.

The AGM decided on the remuneration for participation in Board or committee meetings:

- EUR 1,000 for meetings, or
- EUR 2,000 for meetings, if the member travels to the meeting outside his/her home country
- The meeting fee for meetings held over the telephone or through other means of data communication is paid according to the fee payable for meetings held in the member's home country.
- In addition, compensation for expenses is paid in accordance with the Company's travel guidelines.

The AGM decided that a portion of 40% of the fixed annual fee would be paid in the form of shares and the remainder in cash. Meeting fees would be paid in cash. The shares were purchased directly on behalf of the Board members within two weeks as of the

first trading day of the Helsinki Stock Exchange following the publication of the interim report for the period 1 January to 31 March 2025. If the shares had not been purchased and/or delivered based on a reason pertaining to the Company or the Board member, the fee would have been in cash in its entirety. The Company was responsible for any transfer tax potentially levied on the purchase.

## Company Auditor

In accordance with a proposal by the Board of Directors, KPMG Oy Ab, Authorized Public Accountants, was re-elected as the company's Auditor, with Authorized Public Accountant Leenakaisa Winberg as the principally responsible auditor for Neste Corporation, until the end of the next AGM. Payment for their services shall be made in accordance with their invoice approved by the Company.

## Sustainability Reporting Assurer

In accordance with a proposal by the Board of Directors, KPMG Oy Ab, Authorized Sustainability Audit Firm, was re-elected as the company's Sustainability Reporting Assurer, with Authorized Public Accountant, Authorized Sustainability Auditor Leenakaisa Winberg as the principally responsible sustainability reporting assurer for Neste Corporation, until the end of the next AGM. Payment for their services shall be made in accordance with their invoice approved by the Company.

## Authorizing the Board of Directors to decide the buyback of Company shares

The AGM approved the authorization, under which the Board is authorized to decide the purchase of and/or take as security a maximum of 23,000,000 Company shares using the Company's unrestricted equity. The number of shares shall be equivalent to approximately 2.99% of the Company's total shares. The Buyback authorization shall remain in force for eighteen (18) months from the decision taken by the AGM.

## Authorizing the Board of Directors to decide on share issue

The AGM approved the authorization, under which the Board is authorized to take one or more decisions on the issuance of new shares and/or the conveyance of treasury shares held by the Company, provided that the number of shares thereby issued and/or conveyed totals a maximum of 23,000,000 shares, equivalent to approximately 2.99% of all the Company's shares. The authorization shall remain in force for eighteen (18) months from the decision taken by the AGM.

## Innovation

Neste's innovation expenditure totaled EUR 63 (86) million in 2025. The focus was on supporting and enhancing the competitiveness of Neste's businesses. We continue to strengthen our innovation capabilities to grow and diversify our current raw materials base and elevate refinery performance and safety.

## Main events published during 2025

On 13 February, Neste announced that it started a performance improvement program and updated its financial targets and capital allocation, including dividend for the year 2024. The goal of the performance improvement program is to secure the company's strong market position and cost competitiveness in renewable fuels and to enhance Neste's financial performance. The program targets a total of EUR 350 million EBITDA run rate improvement by the end of 2026, of which EUR 250 million from operational costs. In order to further simplify its operating model and increase internal efficiency, the company conducted change negotiations. Also, the schedule and costs of the Rotterdam refinery expansion project were re-evaluated.

On 13 February, Neste announced that Jori Sahlsten, M.Sc. (Paper Technology), had been appointed as Executive Vice President, Oil Products, and member of the Neste Leadership Team as of 13 February 2025. Markku Korvenranta will continue as Executive Vice President, Chief Operating Officer, and member of the Neste Leadership Team.

On 13 February, Neste announced that Eeva Sipilä, a member of the Board of Directors and the Chair of the Audit Committee of Neste Corporation, had announced her resignation from the Board of the company as of 13 February. The reason for the resignation was her appointment as Neste's Chief Financial Officer.

On 9 June, Neste announced that the following members had been appointed to Neste's Shareholders' Nomination Board: Director General Maija Strandberg of the Ownership Steering Department in the Prime Minister's Office of Finland, as the Chair, and Senior Vice President, Investments Timo Sallinen of Varma Mutual Pension Insurance Company and Head of Equities Annika Ekman of Ilmarinen Mutual Pension Insurance Company, as its members. Pasi Laine, the Chair of Neste's Board of Directors, acts as an expert to the Nomination Board.

On 19 December, Neste announced that the Shareholders' Nomination Board had forwarded to the Board of Directors of the Company its proposals to the 2026 AGM. The Nomination Board proposed that Pasi Laine should be re-elected as the Chair of the Board of Directors and that John Abbott continue as the Vice Chair of the Board. In addition, the current members of the Board, Nick Elmslie, Anna Hyvönen, Just Jansz, Essimari Kairisto, Conrad Keijzer ja Sari Mannonen were proposed to be re-elected for a further term of office. The Nomination Board further proposed that the Board should have nine members and that Simo Sääskilahti should be elected as a new Board member. The Nomination Board also presented its remuneration proposal which is part of a program for bringing Board remuneration to market level by 2026 as part of a long-term bringing of Board remuneration to a level comparable to those of peer companies. Through this proposal the program has been concluded.

## Events after the reporting period

There have been no significant events after the reporting period.

## Personnel

Neste employed an average of 5,214 (5,796) employees during 2025, of which 2,040 (2,153) were based outside Finland. At the end of December, the company had 4,848 (5,481) employees, of which 1,987 (2,133) were located outside Finland.

## Risk Management

Neste considers risk management an integral part of daily management processes and good corporate governance. Systematic risk management practices are the means to ensure that Neste is successful in achieving its strategic targets and business objectives and can maintain continuous operations. Neste's risk management framework and processes are aligned with internationally recognized best practices: the COSO Enterprise Risk Management framework; and the International Standard for risk management, ISO 31000.

Neste's risk management framework and risk management principles have been defined in the Corporate Risk Management Policy, approved by the Neste Board of Directors. The Risk Management Policy is supplemented by risk management principles, guidelines and instructions for specific risk disciplines. Communication regarding the most important risks takes place during the strategic planning and performance management cycle. Formal risk reporting is directed to the business management and function management teams, the Neste Leadership Team, the Audit Committee and the Board of Directors.

## Risks related to Neste's business

Geopolitical tensions are creating market turbulence that risk leading to significant shifts and fragmentation in global trade. The continuing war in Ukraine and related sanctions as well as geopolitical tensions in the Middle East and recently in South America create uncertainty in the global oil and related products markets. This could reduce demand and market prices for Neste's Oil Products and Marketing & Services segments. Also, renewable product pricing includes a diesel price linked component, which tends to fluctuate faster than feedstock prices. Abrupt changes in diesel prices without a corresponding change in input costs would impact renewable product margins.

The uncertainty around trade sanctions such as tariffs in global trade continues, and they could affect economic growth, create an uneven playing field and/or hurt the demand and supply balance in markets Neste operates in.

Regulatory development in the EU or individual member states or in the US may adversely affect Neste's Renewable Products business, and such regulatory risks can materialize rapidly. Recent regulatory developments like mandate increases and transposition of RED III into national laws can drive up demand for renewables. This development may also include risks relating to decreased mandates or acceptance of various feedstocks, which can have a negative impact on Neste. Emphasizing national energy security may lead to prioritization of domestic supply sources and companies, which may reduce feedstock availability and create pressure on feedstock prices as well as create an unfair competitive environment, and hence, impact Neste's business.

Other risks potentially affecting Neste's financial results in the next 12 months include scheduled or unexpected shutdowns or delays in the ramp-up of production at Neste's refineries, delays or cost overruns in Rotterdam refinery expansion project, potential strikes, cyber and IT related risks, counterparty risks and outcome of legal disputes.

For more detailed information on Neste's risks and risk management, please refer to the Annual Report and the Notes to the Financial Statement.

## Sustainability risks

The Neste Corporate Risk Management Policy and supporting principles, requirements and processes also apply to sustainability risks.

For more detailed information about Neste's risks and risk management, please refer to Risk Management in the Annual Report's Governance chapter and the Notes to the Financial Statements. For more information about Neste's sustainability risks, please see Sustainability statement (CSRD).

## Outlook

### Guidance for 2026

- Renewable Products' sales volumes in 2026 are expected to be approximately at the same level as in 2025.
- Oil Products' sales volumes in 2026 are expected to be lower than in 2025 due to the planned maintenance turnaround.

### Additional information

- The Group's full-year 2026 cash-out capital expenditure excluding M&A is estimated to be approximately EUR 1.0–1.2 billion.

## Dividend distribution proposal

The parent company's distributable equity as of 31 December 2025 amounted to EUR 3,192 million, and there have been no material changes in the company's financial position since the end of the financial year. The Board of Directors proposes a dividend payout of EUR 0.20 per share based on the approved balance sheet for 2025 to the Annual General Meeting. The dividend shall be paid in one installment to shareholders registered in the shareholders' register of the Company maintained by Euroclear Finland Ltd on the record date for the dividend payment, which shall be 27 March 2026. The Board proposes to the AGM that the dividend would be paid on 7 April 2026.

The proposed dividend EUR 0.20 per share represents a yield of 1.0% (at year-end 2025 share price of EUR 19.41). The total dividend payout in 2026 would amount to approximately EUR 154 million.



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# Sustainability statement

## General information

### ESRS 2 General disclosures

#### General basis for preparation of the Sustainability statement

Neste's Sustainability statement covers the entire Neste Group. The scope of consolidation is in principle the same as for the Financial statements. Entities that are subsidiaries or controlled similarly to subsidiaries are fully included in the reporting scope. The scope of consolidation differs from the Financial statements for joint operations, joint ventures and associates, including Martinez Renewables: they are excluded from sustainability reporting as they are outside of Neste's operational control and hence treated as part of Neste's value chain and excluded from information related to Neste's own operations. Individual exceptions are communicated in the reporting principles of specific metrics. See the Accounting policies of the consolidated Financial statements for more information on the scope of consolidation.

The Sustainability statement is published annually as part of the Review of the Board of Directors. Similarly to the Financial statements, the reporting period of the Sustainability statement is the financial reporting year, January 1–December 31, 2025. The Sustainability statement is prepared in accordance with the sustainability reporting standards referred to in Chapter 7 of the Finnish Accounting Act and with Article 8 of the Taxonomy Regulation. An independent third party, KPMG Oy Ab, has assured the Sustainability statement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board IAASB.

The disclosed sustainability information is based on Neste's double materiality assessment. The assessment covers Neste's value chain, including upstream and downstream, and its own operations. Value chain information is included in this report where material. For policies, targets and action plans disclosed in this report, Neste specifies which parts of the value chain or own operations it covers. The reporting principles for metrics are described at the end of each topic-specific section.

Neste has not omitted information corresponding to intellectual property, know-how or the results of innovation or used the exemption from disclosure of impending developments or matters in the course of negotiation in its Sustainability statement.

#### Disclosures in relation to specific circumstances

Neste applies same time horizons as in its Performance Management Process to align its Sustainability statement with relevant internal processes such as financial outlook, risk management and strategy. Short-term is defined as 1 year, medium term is defined as 1-3 years, and long term as 3+ years. Medium- and long-term time horizons applied differ from the time horizons defined in ESRS 1 General principles.

Specific circumstances applying to metrics are disclosed in the reporting principles of relevant metrics. The figures in the tables in the Sustainability statement are subject to rounding, which may cause some rounding inaccuracies in aggregate column and row totals.

#### Governance

##### The role of the administrative, management and supervisory bodies

**The Board of Directors of Neste Corporation ("Board")** is in charge of sustainability matters of major significance to the Neste Group including, among other things, the approval of the long-term ambition and targets, adoption of Neste's statutory sustainability reports and reviewing the sustainability performance. The Board also approves Neste Group's corporate values, policies and the most important corporate principles, including Neste's Sustainability Policy, which outlines Neste's approach to managing material sustainability impacts, risks and opportunities. The outcome of the double materiality assessment is reviewed by the Board. The Board has the ultimate responsibility for sustainability matters and risk oversight of Neste.

**The Audit Committee of the Board ("Audit Committee")** monitors and supervises the statutory sustainability reporting process including the related controls, the assurance of the sustainability report and risk management of Neste Group. The Annual General Meeting selects the Sustainability Reporting Assurer. The responsibilities of the Board and Audit Committee are reflected in the Charter for the Board and the Audit Committee, respectively, and in the Sustainability Policy.

Proposal for the composition of Neste's Board of Directors is prepared annually by the Shareholders' Nomination Board consisting of three members appointed by the company's three largest shareholders. The Chair of the Board of Directors acts as an expert to the Nomination

Board. The Nomination Board's most important responsibility is to ensure that the Board of Directors and its members have sufficient expertise, knowledge and qualifications for the company's needs, including capabilities related to sustainability matters. In the preparation of its proposal the Nomination Board pays attention to achieving a good and balanced gender distribution and diversity. Having balanced representation of genders in the Board of Directors is one element of diversity. The company takes into account the goal set out in the Finnish Companies Act to have at least 40 per cent (including the relevant rounding rules) of the under-represented gender in the Board of Directors.

The members of the Board of Neste have diverse backgrounds in terms of education and experience in different professional and industrial fields and in business operations and management, all of which include competences on sustainability-related issues. The diversity of the Board of Directors is also supported by experience in industrial fields and markets that are strategically significant for Neste. Several of the Board members have experience within industries and products relevant for Neste, including e.g., biofuels, chemicals and fossil fuels. The members of the Board have gained an understanding of business conduct matters through various leadership and board positions in other companies. The members of the Audit Committee especially have knowledge and experience of accounting practices, preparation of financial statements and statutory sustainability reporting. The Board also calls on external expertise if and when it deems such expertise appropriate. Neste's Board does not include employee representatives.

**Neste's President and CEO** prepares and makes necessary proposals to the Board on key sustainability matters in particular related to corporate strategy, including the long-term ambition and targets for the sustainability vision. The **Neste Leadership Team** approves Neste's sustainability priorities and sustainability is represented in the Leadership Team through Executive Vice President, People & Culture. Responsibility for monitoring individual corporate sustainability targets is shared among the members of the Neste Leadership Team and reviewed periodically by the Leadership Team. Neste's sustainability work is managed by the **Sustainability, Human Resources, and Safety units** and is implemented across all applicable business areas and functions, supported by internal policies, principles and standards.

Material sustainability risks are identified and managed in quarterly risk reviews as part of annual Enterprise Risk Management (ERM) process at Neste in line with the Corporate Risk Management Policy and supporting principles and standards.

### Information provided to and sustainability matters addressed by Neste's administrative, management and supervisory bodies

Neste's Board of Directors reviews the sustainability performance at least once a year. Other sustainability topics are also regularly reviewed by the Board. Risks are reported to the Board of Directors at least two times a year as a part of strategy and performance planning processes. Formal risk reporting is directed to the business management teams, Neste Leadership team, Audit Committee and Board of Directors. Material sustainability risks are presented to the Audit Committee in connection with the risk reviews. The Audit Committee supervised the statutory sustainability reporting process throughout the year. In April 2025, the Board reviewed the results of Neste's double materiality assessment.

In February 2025, the Board decided to revise the timeline for the earlier announced transformation of Neste's Porvoo refinery from crude oil refining into a renewable and circular solutions refining hub. In the short term, the focus of the Porvoo refinery transformation is planned to be on energy efficiency and renewable hydrogen while other components of the plan are considered to be delayed. At the Board's annual strategy meeting, discussions included among other things the impact of climate and ESG-related regulation on Neste's business,

taking into account the company's current financial position and streamlined investment portfolio. In December the Board decided to revise some of Neste's climate targets, as further elaborated under [E1 Climate change](#), to reflect current financial position and the phased transformation of the Porvoo refinery. The Board recognized that the transition from crude oil to processing renewable and circular raw materials will be calibrated against market demand, legislative developments and technological readiness. These topics addressed by the Board are especially important in relation to Neste's material climate-related impacts, risks and opportunities, and also indirectly linked to other material environmental topics.

Safety is addressed by the Board at every meeting, also relating to Neste's material impacts, risks and opportunities on the health and safety of its own employees. The Board also reviewed and approved the Modern Slavery Statement 2025. The annually published Modern Slavery Statement details the steps Neste is taking to identify, assess and address the risks of modern slavery in its business operations and supply chains.

### Integration of sustainability-related performance in incentive schemes

Neste's Remuneration Policy aligns remuneration with the successful delivery of its long-term strategic and sustainability goals. The Neste Board of Directors is responsible for deciding the remuneration to the President and CEO and the members of the Neste Leadership Team, and for deciding the long- and short-term incentive plans. The Personnel and Remuneration Committee is responsible for drafting the remuneration-related matters and proposals for the Board.

Neste's climate commitments are connected with the remuneration of Neste's key personnel through performance metrics in Neste's long-term incentives (LTIs). In 2025, the main performance metric is renewable fuels sales volume with the weight of 60% of the total plan.

It is linked to Neste's climate targets related to carbon handprint, with customers replacing fossil fuel with renewable fuels produced by Neste. Combined Greenhouse Impact represents 20% of LTI in the Performance Share Plan 2023–2025 and 2024–2026 and includes greenhouse gas emissions (GHG) emission reductions achieved with Neste renewable products by customers and GHG emissions from Neste production. These metrics are also directly related to the climate targets, as described under the [E1 Climate change](#) section. Additionally, measures related to the improvement in both process and personnel safety constitute at least 10% of the short-term incentives' measures in 2025.

### Risk management and internal controls over sustainability reporting

Neste's assurance functions consist of risk management, compliance and internal controls. Neste is committed to accurate and transparent sustainability reporting. Neste manages risks within this process through a robust internal control system. Neste's internal control framework is based on the Committee of Sponsoring Organizations framework (the "COSO framework", 2013), it covers both financial and sustainability reporting and it promotes a unified approach to risk management and control activities.

Internal control requirements, as defined in the Internal Control Principle and Controls over Financial and Sustainability Reporting Standard, are implemented across all levels of the organization. Operational management owns the risks and controls related to sustainability data within their respective areas, while Group Finance has overall responsibility for the Sustainability statement, mirroring the financial reporting responsibility structure. Specialists in sustainability reporting provide guidance and support.

Specification of administrative, management and supervisory bodies	2025	2024
Number of executive members	0	0
Number of non-executive members	8	9
Average percentage of male board members, %	63.9	69.3
Average percentage of female board members, %	36.1	30.7
Board members diversity (average female to male ratio), %	56.9	44.6
Percentage of independent board members, %	100	100

Neste has assessed and prioritized risks based on their potential impact on the reliability of its reporting, considering factors such as data materiality, process complexity and potential for human error. The company continues to mature in its sustainability reporting processes and systems, however some data collection and input still rely on manual processes. Risks identified include accuracy and completeness of the data. These risks are mitigated by clearly defined roles and responsibilities for data collection and reporting, and a common reporting guideline provided in Neste manual for CSRD reporting. Neste has implemented preventive and detective control activities based on the identified risks, including reconciliation controls and review controls for quantitative and qualitative sustainability data.

Internal Control function monitors the control performance and assesses control adequacy. Deficiencies are promptly reported to responsible parties for corrective action, with appropriate escalation to management and the Audit Committee. This process is consistent with financial reporting control deficiency reporting.

## Strategy, business model and value chain

### Neste's business model and value chain

Neste has three business areas: Renewable Products, Oil Products and Marketing & Services. The company provides renewable and fossil fuels for transportation, aviation, marine and other industrial uses, as well as renewable and circular solutions for the polymers and chemicals industries. Neste has an extensive network of fuel stations with expanding service offering, such as EV charging, in Finland and in the Baltics.

Neste's upstream value chain consists of the sourcing of raw materials for production, indirect procurement and the sourcing of materials and products for trading. Indirect procurement includes the sourcing, purchasing,

contract and supplier management in energy and utilities, technical materials and services, chemicals and catalysts, IT and professional services, and land logistics categories. Neste's own operations cover refining and raw material pre-treatment activities as well as commercial operations related to both sales and supply operations, planning and development. Downstream activities include the further processing, distribution and use of Neste's products. In addition, investment projects and asset maintenance, logistics and storage, distribution of products, innovation and R&D activities and end-of-life management occurs across Neste's value chain.

The value chains of Renewable Products, Oil Products and Marketing & Services, including their key inputs and outputs are further described below.

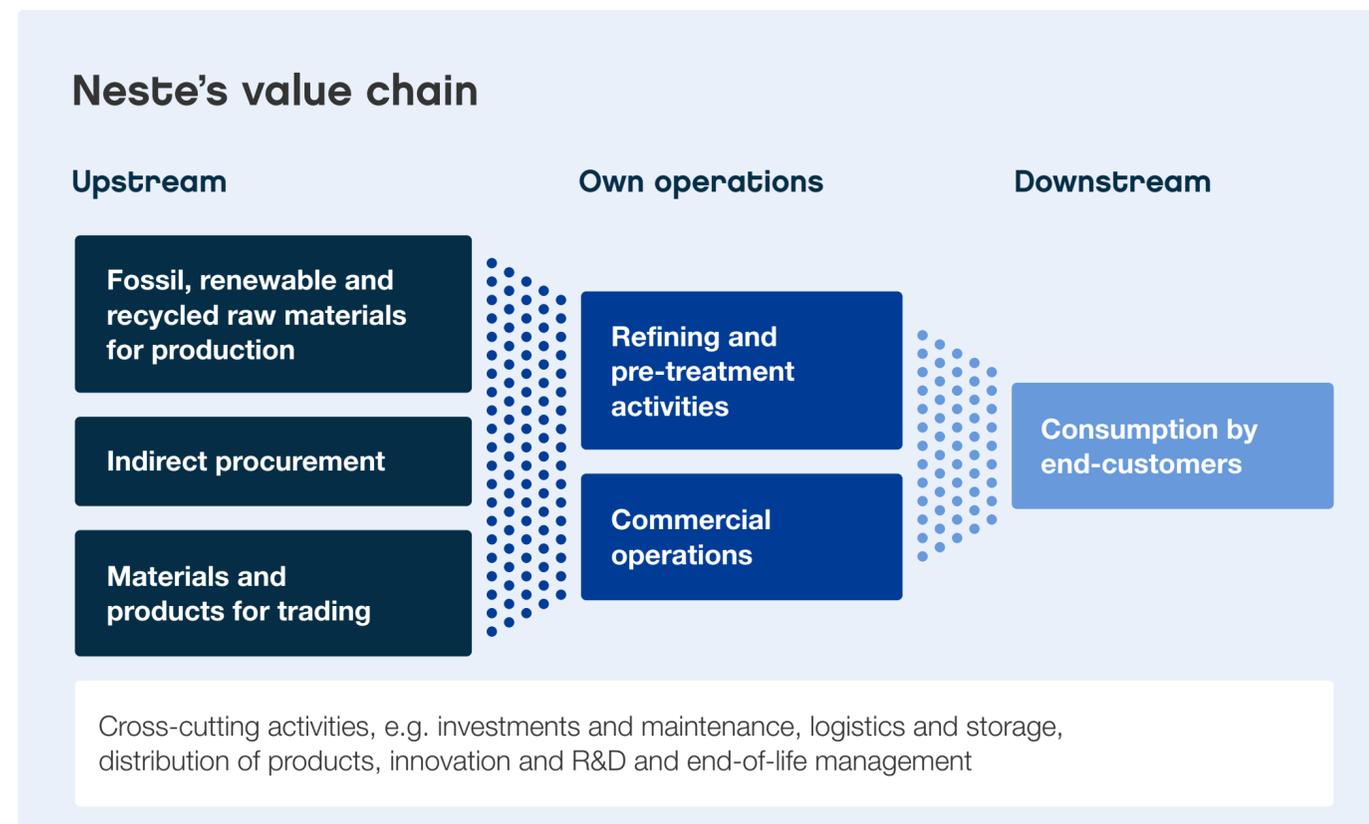
**Renewable Products** segment produces, markets and sells renewable diesel, sustainable aviation fuel (SAF) and related solutions to business customers, as well as domestic and international wholesale markets. Neste's renewable raw material portfolio consists of a wide variety of waste and residue raw materials and smaller amounts of vegetable oils. Neste sources renewable raw materials globally. Neste produces renewable fuels at its refineries in Finland, the Netherlands and Singapore, as well

as through a joint operation with Marathon Petroleum in Martinez, California, the US, entirely from renewable raw materials. Significant customer groups include transportation and logistics companies, retailers, airlines, and aviation fuel suppliers. In 2025, the main market areas were Europe and North America.

**Oil Products** segment produces, markets and sells high-quality oil products and related services for the road transportation, heavy machinery, agriculture, aviation and marine sectors, as well as products for the oil and petrochemical industries. In 2025, the company's major crude oil and fossil raw material sources were Norway, the US and the Netherlands. Neste's oil products are refined at Neste's refinery in Porvoo, Finland. The main customers for the Oil Products include retailers and distributors, oil majors and trading companies and companies marketing lubricants and solvents. The main market areas in 2025 were the Baltic Sea area and Europe.

**Marketing & Services** segment markets and sells high-quality products and associated solutions to its customers in Finland and the Baltic countries. The most important customers include consumers, transport service providers, customers in the aviation, shipping, industrial and agricultural sectors, municipalities and heating fuel customers. Transport fuels and electric vehicle charging services are marketed through Neste's own station network in Finland and the Baltics.

Neste's Supplier Code of Conduct outlines the basic requirements Neste expects its suppliers and their first tier suppliers, contractors and business partners to adhere to and implement throughout their businesses. The Supplier Code of Conduct and Neste's approach to the development of its supplier relationships is further described under [G1 Business Conduct](#).



## Revenue by segment

Total revenue by segment, MEUR	2025	2024
Renewable Products	8,095	7,321
Oil Products	9,322	11,829
Marketing & Services	4,310	4,687
Others	166	125
Eliminations	-2,878	-3,326
<b>Total revenue</b>	<b>19,016</b>	20,635

Reporting principles for revenue metrics are included in Note 5 Revenue in the Consolidated Financial statements. Reporting reconciles with Neste's operating segments as defined by IFRS 8.

## Headcount

Headcount of employees by geographical areas	2025	2024
Europe	3,719	4,203
Americas	778	878
Asia-Pacific	439	493
<b>Total employees</b>	<b>4,936</b>	5,574

Reporting principles for headcount are included under [S1 Own workforce](#).

## Revenues from and CapEx related to fossil fuel activities

Neste has operations in the fossil fuels sector and revenues from these sectors are presented in the adjacent table. Revenue from gas is reconciled with fossil gas-related activities presented as part of the EU taxonomy reporting. Neste has no revenue from coal and taxonomy-aligned economic activities related to fossil gas.

CapEx related to fossil fuel activities, MEUR	2025	2024
Significant CapEx for oil-related economic activities	97	387
Significant CapEx for gas-related economic activities	0	0

Breakdown of total revenue from fossil fuel, MEUR	2025	2024
Revenue from oil	11,114	13,442
Revenue from gas	136	142
<b>Total revenue from fossil fuel sector</b>	<b>11,249</b>	13,584

## Neste's strategy and relation to sustainability matters

Sustainability work at Neste is guided by the Neste sustainability vision covering climate, biodiversity, human rights, as well as supply chain and raw materials:

- **Climate:** Neste enables its customers to reduce their carbon footprint, while reducing its own.
- **Biodiversity:** Neste aims to drive a positive impact on biodiversity and achieve a nature positive value chain by 2040.
- **Human rights:** Neste strives to create a more equitable and inclusive value chain by 2030, in which everyone works with dignity.
- **Supply chain & raw materials:** Neste drives a safe and healthy workplace, fair labor practices and increased commitment to sustainability across the supply chain.

Creating solutions to mitigate climate change and accelerating the shift to a circular economy are the key elements of Neste's strategy that relate to or affect material sustainability matters.

- Neste's renewable products enable customers to reduce their GHG emissions. Renewable diesel, SAF and renewable feedstocks for polymers and chemicals offer GHG reductions over the product life cycle compared to fossil alternatives. Neste's target is to enable its customers to reduce their GHG emissions with Neste's renewable and circular solutions by at least 20 Mt CO<sub>2</sub>e annually by 2030.

- Neste's oil refinery in Porvoo, Finland has significant potential to process renewable and recycled raw materials and Neste's long-term plan is to gradually transform the oil refinery into a renewable and circular solutions refining hub. Neste finalized the construction of a new upgrading unit for processing recycled raw materials, such as liquefied waste plastic, and production ramp-up will commence in 2026. The Porvoo oil refinery is using existing refinery units to enable co-processing of renewable and recycled raw materials with fossil raw materials in the conventional refining process. With the help of co-processing, the company can produce additional renewable and recycled volumes.

Neste believes that by executing its strategy and acting in line with its Sustainability and Safety visions and its Code of Conduct, the company's strategy and business model have resilience towards identified material impacts, risks and opportunities. Resilience to material negative impacts and risks is supported by Neste's ongoing impact and risk management, safety leadership and due diligence activities, as described in the topical sections. Neste pursues material environmental opportunities through for example, offering renewable and circular solutions to its customers and diversifying its raw material portfolio in line with its strategy. These actions also support the mitigation of and response to the effects of relevant risks and impacts.

## Material impacts, risks and opportunities

The adjacent table summarizes material impacts, risks and opportunities for Neste. More detailed descriptions of each material impact, risk and opportunity, including how they relate to Neste's business model, value chain and strategy, are provided in the topical sections under Environment, Social and Governance. Compared to 2024, there are five new material impacts, risks and opportunities, including a new material sub-topic under G1 Business conduct. There are only minor changes to the descriptions of other impacts, risks and opportunities.

The sectors in which Neste operates are subject to both opportunities and risks arising especially from demand for renewable fuels, regulatory changes impacting either renewable fuels or fossil fuels, technological shifts and growing global competition.

The increasing global pressure to reduce greenhouse gas emissions is primarily a positive driver for Neste's business. However, the macroeconomic uncertainty has prompted governments to re-evaluate the affordability and funding of renewable energy. Changing regulation presents both an opportunity and a threat to Neste's business. Neste benefits from increased support for bio-fuels and renewable fuels. However, changes in regulation also create uncertainties and may influence the speed at which the demand for renewable products develops and raw materials sources are accepted. Transitioning to a low carbon economy could also include economic and regulatory adjustments that affect e.g. emission trading schemes, technology requirements and valuation of assets.

In the renewable fuels market, fuel supply and demand are impacted by changing regulation and trade politics, both on the feedstock and product side. Increasing nationalism and protectionist regulation may further fragment global renewable markets, leading to more regionalized incentive schemes. Also geopolitical and trade policy tensions may disrupt international trade, financial markets, and supply chains.

Oil & Gas sector specific sustainability impacts include greenhouse gas (GHG) emissions from the extraction and use of fossil resources, the use of fossil raw material based products and potential pollution and land-use change effects related to sourcing and extraction of fossil resources. Neste does not own or operate any oil exploration or drilling sites or activities, which significantly reduces its exposure to direct environmental risks.

Most of the short-term risks and opportunities identified under climate change, biodiversity and circular economy relate to changes in regulation or policies. In 2025, there were several regulatory developments, both new proposals and modifications, which are mainly expected to have a financial impact in the coming years. Of the regulatory changes that materially impacted Neste in 2025, a key one was the change in US federal fuel incentive tax credits to support local producers, replacing the previous incentive to support local blenders. The change narrowed eligibility only to Neste's joint operation in the US and affected Neste's financial performance in 2025. None of the other environmental risks and opportunities alone are considered to have had a material impact on 2025 financial position, financial performance and cash flows.

In 2025, Neste did not have financially material compliance breaches, or safety incidents (PSE tier 1 events, >50 MEUR impact) that resulted in negative health and safety impacts (TRI) on its own workforce. The order subject to a penalty imposed by the authorities in 2024 on the Rotterdam refinery related to flaring has been suspended in a legal injunction procedure in December 2025. Neste is applying for amendment to the environmental permit on this topic. Investigations initiated by the authorities during 2023 and 2024 concerning Rotterdam refinery's flaring and volatile organic compound (VOC) emissions are still pending.

Material topics		Summary of material impacts, risks and opportunities for Neste as evaluated in the double materiality assessment
<b>Environment</b>		
<b>Climate change</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>Neste's renewable and circular solutions enable GHG emissions reductions by Neste's customers, reducing dependency on fossil resources (positive impact)</li> <li>GHG emissions across Neste's value chain contribute to global warming and climate change (negative impact)</li> <li>Neste's operations in an energy-intensive sector lead to environmental impacts associated with energy consumption (negative impact)</li> </ul>
	<b>Risks</b>	<ul style="list-style-type: none"> <li>Uncertainty related to regulatory support, protectionist policies or voluntary demand for renewable and circular solutions can lead to e.g. lower sales volumes</li> <li>Regulatory uncertainty related to raw materials acceptance can cause limitations to the raw materials pool</li> <li>Not meeting climate commitments can result in increased operational costs, reputational damage or impact access to capital (new in 2025)</li> </ul>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Expanding operations into new raw materials, products and technologies can create business opportunities</li> <li>New regulations, policy support or more ambitious climate targets can result in demand growth in renewable and circular solutions</li> <li>Strengthening Neste's current raw materials portfolio can lead to improved competitiveness and adaptability towards climate change</li> <li>Gradual transformation of Neste's business model and operations can strengthen resilience to decreased fossil demand, allow leveraging existing assets for renewable and circular production and potentially have positive impact on capital access and cost (new in 2025)</li> </ul>
<b>Pollution</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>Substances of concern are hazardous and may have a negative impact on human health and/or the environment, if effective risk management measures are not in place or fail (negative impact)</li> </ul>
<b>Biodiversity and ecosystems</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>The use of waste and residue raw materials for renewable products can contribute to positive impacts for biodiversity in the upstream value chain (positive impact)</li> <li>Upstream extraction and potential incidents across the supply chains of raw materials and utilities can damage terrestrial and marine ecosystems, habitats and species or result in soil and marine pollution (negative impact)</li> </ul>
	<b>Risks</b>	<ul style="list-style-type: none"> <li>Biodiversity loss mitigation and increased nature-related requirements can pose a transition risk for Neste's renewable raw material pool</li> </ul>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Using waste and residue raw materials and novel vegetable oils from regenerative agricultural practices can reduce land use impacts from agriculture and lead to e.g. access to new markets or strengthened brand value</li> </ul>

## Processes to identify and assess material impacts, risks and opportunities

The disclosed sustainability information is based on Neste's double materiality assessment which is reviewed annually. The double materiality assessment (DMA) was divided into four phases based on general steps outlined in ESRS 1 General principles. The phases of the double materiality assessment are the same as in 2024 and the assessment built on the previous year's results.

### 1. Value chain mapping

The purpose of the value chain mapping was to describe Neste's value chain and related business activities in upstream, own operations and downstream. The focus was on specific activities, business relationships, geographies or other factors that could give rise to a heightened risk of adverse impacts. The value chain mapping was conducted by internal stakeholders and the results of the mapping were validated internally. There have not been material changes in the value chain mapping since 2024.

Neste's double materiality assessment covered the whole value chain including activities in the upstream, own operations and downstream. In the double materiality assessment process, all identified business activities were screened to identify actual and potential impacts, risks and opportunities (IROs).

### 2. Impact assessment

The purpose of the impact assessment was to identify actual and potential, positive and negative impacts of Neste business activities. The impact assessments covered the entire value chain and it considered inputs from Neste's ongoing due diligence activities and impact assessments.

For each relevant business activity identified in the value chain mapping phase, the driver of impact as well as the effect of the impact on the environment or people were defined. In addition, each impact was characterized (positive/negative, actual/potential, time horizon), and linked to relevant ESRS sub-topics, and sub-sub topics, if applicable. The time horizons defined in ESRS for medium and long term were modified in the assessment to be in line with time horizons defined in Neste's relevant internal processes such as financial outlook, risk management and strategy. The time horizons used by Neste are: short 1 year, medium 1–3 years, and long 3+ years.

### 3. Financial assessment

The purpose of the financial assessment was to identify risks and opportunities that materially influence or may reasonably be expected to influence Neste's financial development, performance, position, cash flows, access to finance, and cost of capital. The identified risks or opportunities were characterized and their associated financial impact to Neste was described. In the financial assessment, the time horizons used were modified similarly as in the impact assessment. The identified risks and opportunities were linked to relevant ESRS sub-topics and sub-sub topics, if applicable, and to geographical and value chain location (upstream, own operations, downstream or cross-cutting).

The assessment utilized already identified risks and opportunities as defined and managed within Neste's Enterprise Risk Management (ERM). Furthermore, consideration was given to any potential significant risks or opportunities that may arise as a result of the impacts and dependencies that were identified during the impact materiality assessment phase.

Material topics	Summary of material impacts, risks and opportunities for Neste as evaluated in the double materiality assessment	
<b>Environment</b>		
<b>Resource use and circularity</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>Use of virgin raw materials leads to depletion of finite resources (negative impact, new in 2025)</li> </ul>
	<b>Risks</b>	<ul style="list-style-type: none"> <li>Competition, trade policies or import restrictions may reduce availability or create price volatility for raw materials</li> </ul>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Circular economy drivers, such as increased raw material availability and new market openings, can create opportunities for Neste</li> </ul>
<b>Social</b>		
<b>Own workforce</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>Hazardous processes in Neste's operations could directly impact own employees' health and safety (negative impact)</li> </ul>
	<b>Risks</b>	<ul style="list-style-type: none"> <li>Workplace injuries and/or ill-health of Neste's employees can lead to various financial effects from one-off costs to prolonged production disruptions</li> </ul>
	<b>Opportunities</b>	<ul style="list-style-type: none"> <li>With a robust safety management system Neste aims to prevent injuries as well as reduce sick leaves and downtimes caused by incidents and accidents</li> </ul>
<b>Workers in the value chain</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>Workers in Neste's upstream supply chains for wastes and residues and third-party workers at Neste refineries may face risks of forced labor (negative impact)</li> </ul>
<b>Governance</b>		
<b>Business conduct and compliance</b>	<b>Impacts</b>	<ul style="list-style-type: none"> <li>Neste's commitment to ethical business practices has a positive impact on stakeholders of the company (positive impact, new in 2025)</li> <li>Neste drives improved working conditions, ethical business practices and safety in its supply chain (positive impact)</li> </ul>
	<b>Risks</b>	<ul style="list-style-type: none"> <li>Unethical behavior or breaches of Neste's Code of Conduct or applicable legislation or regulations can lead to adverse legal, financial or reputational consequences (new in 2025)</li> </ul>

#### 4.1 Scoring

In the scoring phase, impacts were scored based on a combination of severity (scale, scope, irremediability) and likelihood. The materiality of a negative impact is determined by its severity: For actual negative impacts, materiality is based on severity alone while for potential negative impacts, materiality is based on severity weighted by likelihood. Severity is determined by three factors: scale (magnitude), scope (reach), and irremediable character of the impact. The materiality of a positive impact is determined by its scale and scope: for actual positive impacts, materiality is based on scale and scope alone while for potential positive impacts, materiality is based on scale, scope, and likelihood.

Risks and opportunities were assessed based on a combination of likelihood and magnitude of financial effects. Magnitude was considered as estimated annual impact on operating profit; for risks, worst case annual impact while for opportunities a best case approach was applied. Financial impacts were assessed based on risk assessment scales in Neste Corporate Risk Management Policy.

#### 4.2 Determination

In the determination phase, thresholds were set to determine which IROs are material for Neste. Threshold for impacts considers that both severity and likelihood need to be high for impact to be deemed material. For risks and opportunities, the threshold was aligned with Neste's ERM risk rating and set so that considerable risks and opportunities were deemed material. Topics, which did not exceed the set materiality threshold but are seen as central for Neste's strategy and core values, or hold importance due to external stakeholder interest and strong industry relevance, are deemed material based on a separate management decision. Resulting material IROs, including the applied thresholds, were validated with internal stakeholders to ensure material topics and IROs are representative of Neste's business.

The thresholds set in the double materiality assessment are not static and may be subject to periodic review and adjustment.

#### 4.3 Validation

Neste Leadership Team and Board of Directors reviewed the outcomes of the double materiality assessment. Each double materiality process step was also validated with a group of internal subject matter experts, and Neste Leadership Team and Board of Directors were kept informed throughout the assessment. Neste has defined internal controls to ensure the fulfillment of relevant requirements when conducting the double materiality assessment. The controls aim to ensure valid, complete and accurate results. Through the controls, it is ensured that the views of key experts, stakeholders and decision-makers are taken into account, and that a pre-defined approach is followed consistently.

#### 4.4 Integration with Neste processes

Sustainability-related risks are identified and managed in quarterly risk reviews as a part of Enterprise Risk Management (ERM) at Neste in line with the Corporate Risk Management Policy and supporting principles and standards. The assessment considers short-, medium- and long-term perspectives. The prioritization of risks is based on the risk assessment scales according to the Neste Corporate Risk Management Policy.

#### Stakeholder engagement

The double materiality assessment was supported by internal sustainability experts and informed by Neste's ongoing due diligence activities. Stakeholders' views were indirectly taken into account in different ways during the assessment process. For example, Neste's ongoing due diligence activities and related engagement with affected stakeholders act as input to the double materiality assessment. Neste also engages in dialog and collaboration with local communities and production site neighbors, covering environmental, social, and safety impacts. Neste's approach to stakeholder engagement is further described under the Interests and views of stakeholders section of this report.

#### Specific considerations on topical assessments

Neste continuously identifies and assesses relevant topic-specific impacts, risks and opportunities. These ongoing processes serve as inputs for Neste's double materiality assessment and when determining material topics and sub-topics.

Neste sites are responsible for identifying, assessing and, where relevant, monitoring environmental impacts related to their operations, including issues related to emissions, surface water and waste generation. At the Porvoo refinery, regular environmental monitoring is conducted to comply with the requirements of the site's environmental permit issued by local authorities, and Neste actively participates in the monitoring activities. Similar monitoring is in place at selected retail sites in Finland, Estonia, Lithuania, and all sites in Latvia. In Rotterdam and Singapore, Neste sites are located on broad industrial areas together with other companies' sites. Authorities conduct environmental monitoring outside the site fence line of these industrial areas. In cases where specific impact monitoring requirements are not stipulated by local authorities or legislation, expert judgment is used to assess potential impacts. The Environmental Management Principle is further described under the [E2 Pollution](#) section of this report.

Environmental, social and business conduct related impacts, risks and opportunities in the value chain are further identified through ongoing due diligence activities. Neste's due diligence process and controls for counterparty screening and monitoring are described in the [G1 Business Conduct](#) section of this report. The further identification of climate and biodiversity related impacts, risks and opportunities are also described in the related topical chapters.

### Interests and views of stakeholders

Neste aims for continuous dialog with its stakeholders and regularly seeks external views on its activities across the value chain. The company's key stakeholders include those who the business can influence as well as those that have the opportunity to influence Neste. Where relevant, stakeholders and their views are taken into account when developing e.g., Neste's strategy, sustainability ambition and targets. Neste's short term priorities include improving its financial performance and

competitiveness, in line with stakeholder expectations on Neste as an economic operator. Neste continuously aims to improve operational efficiency through reliable and safe operations, with focused actions on ensuring the safety of its own employees and all other workers on its sites. Examples of key topics of interest for different stakeholder groups are provided in the adjacent table.

Through the Sustainability Policy, Neste is committed to engaging and collaborating with its stakeholders and taking an active role in multi-stakeholder initiatives

to help develop solutions for mitigating climate change. Neste also provides stakeholders with relevant information on its value chains and solutions to secure acceptability of Neste offerings in the key markets.

The Stakeholder Advisory Panel has been established to promote discussion between Neste and its stakeholders on subjects such as the company's operations, business development, and changes in its operating environment. The Advisory Panel, which includes representatives from members of the Parliament of Finland

and Neste's personnel, ensures that the management and supervisory bodies are kept informed about stakeholders' views, particularly on sustainability-related impacts.

Stakeholders	Purpose and key topics	How engagements are organized	How outcomes are taken into account by Neste
<b>Suppliers, contractors and value chain workers</b>	<ul style="list-style-type: none"> <li>Implementing Neste Supplier Code of Conduct and Responsible Sourcing Principles</li> <li>Improving supplier engagement and collaboration</li> <li>Driving performance improvements and positive impacts across sustainability topics</li> <li>Ensuring availability of raw materials, products and services</li> <li>Collecting information on Neste's scope 3 emissions</li> <li>Increasing the understanding of sustainability risks in the value chain</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing and capacity building such as sustainability workshops, trainings and seminars, meetings and newsletters</li> <li>Collaboration initiatives</li> <li>Evaluating new and existing raw material suppliers</li> <li>Monitoring and auditing supplier sustainability, incl. worker interviews, worker voice surveys</li> <li>Site-level grievance channels at Neste refineries designed to address concerns of contracted and subcontracted workers, incl. migrant workers</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring Neste sourcing process adheres to own sustainability policies and principles</li> <li>Ensuring supplier due diligence complies with upcoming regulations, such as the Corporate Sustainability Due Diligence Directive</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Engaging employees in executing company strategy</li> <li>Increasing understanding of Neste business outlook and priorities</li> <li>Supporting Neste's values based culture and ways of working (Code of Conduct)</li> <li>Promoting continuous improvement and learning</li> <li>Promoting health, safety and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Employment relations and local cooperation committees or work councils</li> <li>Active, regular communication on Neste business outlook, strategic priorities and financial results</li> <li>Goal setting and development plans</li> <li>Development and wellbeing discussions</li> <li>Measuring employee engagement via surveys</li> <li>Encouraging employees to participate in voluntary work</li> </ul>	<ul style="list-style-type: none"> <li>Proactive and systematic communication, listening and feedback</li> <li>Discussing results from surveys and agreeing on measures and actions plans</li> <li>Follow-up actions agreed based on employee engagement surveys</li> <li>Ensuring employee cooperation in line with local labor laws and collective agreements</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Enabling customers to reduce their GHG emissions with renewable and circular solutions</li> <li>Enhancing products and service quality and availability</li> <li>Informing and educating on Neste's products, sustainability, safety and operations</li> <li>Cooperating e.g. on innovation and R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, newsletters and training</li> <li>Product related technical information, such as fact sheets</li> <li>Customer satisfaction surveys</li> <li>Engaging in joint marketing and communications</li> <li>Partnerships to reduce customers' carbon footprint</li> <li>Bilateral and consortium R&amp;D projects</li> <li>Arranging site visits</li> </ul>	<ul style="list-style-type: none"> <li>Responding to the customer needs by providing high-quality products and solutions, and securing supply chains</li> <li>Forming partnerships and co-creating new solutions and services, educating experts and de-risking technology investments</li> </ul>
<b>Consumers</b>	<ul style="list-style-type: none"> <li>Enhancing product, service and operations quality and availability</li> <li>Providing information about products, their safety, pricing, raw materials and the value the products provide</li> </ul>	<ul style="list-style-type: none"> <li>Gathering insights via surveys</li> <li>Sharing up-to-date information on webpages</li> <li>Working with local distributors</li> <li>Running advertising campaigns</li> <li>Responding to consumer inquiries</li> </ul>	<ul style="list-style-type: none"> <li>Expanding availability of renewable products and related services</li> </ul>

Stakeholders	Purpose and key topics	How engagements are organized	How outcomes are taken into account by Neste
<b>Local communities</b>	<ul style="list-style-type: none"> <li>• Providing employment and cooperation opportunities</li> <li>• Sharing information on health and safety matters, site investments and development projects</li> <li>• Understanding environmental and social impacts on local communities</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging via newsletters, meetings, websites and social media</li> <li>• Arranging site tours for interest groups</li> <li>• Collaborating with local authorities and city representatives</li> <li>• Conducting surveys with local communities and stakeholders impacted by the Porvoo refinery operations</li> <li>• Providing complaint channels for local communities</li> </ul>	<ul style="list-style-type: none"> <li>• Community development initiatives</li> <li>• Maintaining open dialogue with local communities</li> <li>• Encouraging and enabling employee volunteering for local charities</li> </ul>
<b>NGOs</b>	<ul style="list-style-type: none"> <li>• Understanding NGO views on Neste and sharing Neste perspective</li> <li>• Collaborating on relevant sustainability matters</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue with selected NGOs</li> <li>• Collaborating on joint projects for smallholder support</li> <li>• Transparent reporting on sustainability performance and grievances</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Neste's sustainability approach and processes</li> </ul>
<b>Capital markets: Investors and analysts</b>	<ul style="list-style-type: none"> <li>• Informing capital markets and investors about Neste's strategy, financials, outlook and demand drivers related to energy transition</li> <li>• Sharing progress and gathering expectations on sustainability matters</li> </ul>	<ul style="list-style-type: none"> <li>• Financial communications via reports, releases, calls, meetings, and Capital Markets Day</li> <li>• Transparent, regular reporting and disclosures</li> <li>• Cooperation with rating agencies and investor assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Developing reporting and disclosure practices</li> <li>• Neste Green Finance Framework</li> <li>• Responding to questionnaires by rating companies and investors</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Sharing company news, interim and annual results</li> <li>• Sharing information about company strategy and major projects</li> <li>• Sharing information on customer cooperation, sustainability, innovation, renewable and circular solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases and other materials</li> <li>• Following and responding to media inquiries</li> <li>• Engaging with media</li> <li>• Organizing interviews, media visits and events, background briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Media service, e.g., by making the media desk service more accessible by extending the service time and offering more detailed information when feasible</li> <li>• Serving the media through their preferred channels</li> </ul>
<b>Universities and research organizations</b>	<ul style="list-style-type: none"> <li>• Development and collaboration in key R&amp;D and innovation topics, incl. raw material and technology development</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation with Aalto University, Savonia University of Applied Sciences and VTT in Finland, as well as international partners</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting R&amp;D&amp;I project portfolio related to the development of existing and new renewable and circular solutions</li> <li>• Promoting Neste as an employer of choice by traineeships, master's thesis projects, part-time employment etc.</li> </ul>
<b>Policymakers &amp; governmental organizations</b>	<ul style="list-style-type: none"> <li>• Driving ambitious and technology neutral policies on climate and GHG emission reduction targets</li> <li>• Advocating for renewable fuels in transportation and other industries</li> <li>• Advancing market development for renewable and recycled materials, circular economy</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing views on policies, laws and regulations with policymakers</li> <li>• Supporting policymakers with industry insights and information on technological capabilities</li> <li>• Responding to public consultations and meeting with officials</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring regulatory and legislative development that can affect e.g., the demand outlook of renewable and circular solutions to influence strategy planning</li> <li>• Developing processes and operations to ensure compliance with relevant laws and regulations</li> </ul>
<b>Industry associations and cooperation bodies</b>	<ul style="list-style-type: none"> <li>• Collaboration in key topics, including industry regulatory environment, safety, climate change, renewable and circular solutions, transport sector GHG emission reductions</li> <li>• Advocating for ambitious and technology neutral policies on climate and GHG emission reduction targets, and market development for renewable and recycled materials</li> <li>• Advocating for supply chain sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Memberships in relevant industry associations, such as FuelsEurope, European Biodiesel Board, Advanced Biofuels Association (US), The Chemical Industry Federation of Finland, Cefic</li> <li>• Cooperating with e.g. International Sustainability &amp; Carbon Certification (ISCC), UN Global Compact, World Business Council for Sustainable Development (WBCSD), Nordic Network for Human Rights, Concawe</li> <li>• Participating in events, seminars and working groups</li> </ul>	<ul style="list-style-type: none"> <li>• Shaping approach and expectations to advocacy for industry specific issues</li> <li>• Leveraging coalitions of like-minded organizations to exhibit a united front on impactful policy</li> </ul>

### Policies to manage material sustainability matters

A summary of the relevant policies and principles at Neste to address material sustainability matters is summarized in the adjacent table. Neste's policies define the organization's overall purpose, goals, mission and vision; while principles describe the minimum requirements that are common to all Neste locations and operations. Details of each policy are further described under relevant sustainability matter standards. For all mentioned policies throughout the report, the most senior level in Neste's organization that is accountable for implementing the policies is the CEO. The accountability for implementing principles lies with the respective leadership team members.

Type	Name	E1	E2	E4	E5	S1	S2	G1
<b>Code of Conduct</b>	Code of Conduct	•		•			•	•
	Supplier Code of Conduct	•		•	•		•	•
<b>Policies</b>	People Policy					•		
	Sustainability Policy	•		•	•			
	Operations Excellence Policy	•	•			•		
<b>Principles</b>	Sustainability Principle	•		•	•			
	Human Rights Principle					•	•	
	Environmental Management Principle	•	•					
	Product & Chemical Safety Principle		•					
	Anti-corruption Principle							•
	Safety Leadership Principle					•		
	Responsible Sourcing Principle			•	•		•	•
	Supplier Sustainability Approval Principle			•	•			•

# Environmental information

## EU taxonomy

The EU taxonomy is a classification system for environmentally sustainable economic activities. Neste is required to disclose information about how and to what extent business activities are associated with environmentally sustainable economic activities as defined in the Taxonomy Regulation. The EU taxonomy is reported in financial terms as the proportion of economic activities that is determined to be non-eligible, eligible and aligned in turnover, Capital Expenditure (CapEx) and Operating Expenses (OpEx). The framework defines economic activities contributing to six environmental objectives. Neste has operations that contribute to the climate change mitigation objective.

### Assessment of compliance with the Taxonomy Regulation

Taxonomy eligibility for an activity is determined by the activity description in the Annexes of the climate and environmental delegated acts in the Taxonomy Regulation. Neste has screened its business areas and innovation initiatives to identify activities within the scope of the taxonomy. Eligible activities are identified based on the description of the activity in Annex I of the Climate Delegated Act of the Taxonomy Regulation. Taxonomy alignment for an activity is evaluated by the technical screening criteria for substantial contribution and “do no significant harm” (DNSH), as set out in the relevant Annexes. An activity is taxonomy-aligned when it substantially contributes to at least one environmental objective while doing no significant harm to the other environmental objectives set by the technical screening criteria. Neste has evaluated the substantial contribution and DNSH criteria for each activity identified to recognize the share of taxonomy-aligned economic activities. Additionally, an entity needs to comply with the minimum safeguards.

Based on this process, the following activities in the taxonomy have been identified as relevant for Neste:

#### 4.13 Manufacture of biogas and biofuels for use in transport and of bioliquids

- Manufacture of renewable fuels
- Renewable co-processing of fuels

#### 6.15 Infrastructure enabling low-carbon road transport and public transport

- Electric vehicle charging services

### Taxonomy criteria assessment

#### Substantial contribution criteria

The EU taxonomy refers to the manufacture of biofuels for use in transport as a sustainable activity, and Neste has assessed its manufacturing of renewable fuels for the road transport and aviation sectors, as well as the co-processing of renewable raw materials to be taxonomy-relevant economic activities based on the Climate Delegated Act of the Regulation. Neste’s Renewable Products provides renewable fuels for transportation, aviation and other sectors. By co-processing renewable raw materials the company can increase the production volumes of its renewable products.

The EU taxonomy technical screening criteria for the Climate Delegated Act including climate change mitigation establishes criteria for the “Manufacture of biogas or biofuels for use in transport and of bioliquids” activity. The recognized activities, manufacturing renewable fuels and co-processing renewable raw materials, make a substantial contribution to climate change mitigation. The substantial contribution criteria sets the threshold for greenhouse gas (GHG) emission savings from the manufacture of biofuels and biogas for use in transport

to at least 65% in relation to the GHG emission saving methodology and the relative fossil fuel comparator in accordance with Directive (EU) 2018/2001. Additionally, the criteria require that no food and feed crops are used in the manufacturing. The share of manufacturing from raw materials fulfilling the aforementioned criteria is therefore included in the alignment figures for this activity. The alignment figures for biofuel sales outside the EU are reported separately as even though they meet GHG emission saving thresholds for the EU taxonomy, the market-based GHG emission calculation differs. Neste’s renewable products comply with market-specific sustainability criteria.

The activity “Infrastructure enabling low-carbon road transport and public transport” includes Neste’s electric vehicle charging service, which is eligible for the taxonomy. The electric charging stations serve both companies and consumers.

Neste’s innovation and R&D focuses on increasing the availability of lower-quality waste and residue raw materials, while developing technologies to diversify Neste’s portfolio with new types of raw materials. As the majority of innovation and R&D activities relevant for the taxonomy support Neste’s other taxonomy-eligible and taxonomy-aligned activities, Neste no longer reports the activity “Close to market research, development and innovation” separately. Relevant innovation and R&D activities, such as the development of Neste’s existing renewable products, are accounted for in the taxonomy figures of the activity which they support.

#### Do no significant harm -criteria

The relevant activity-specific DNSH criteria from Annex I have been evaluated for each taxonomy-aligned economic activity. Neste has established and implemented procedures to ensure that Neste operations comply with

relevant legal requirements and environmental objectives. Where necessary, Neste expects this approach to minimize adverse impacts of the company’s operations on the environment. Neste’s approach to environmental management, including biodiversity, pollution and water, is further described in the Sustainability statement. The identification of climate risks, including physical climate risks, is included in Neste’s annual risk management cycle. The identified climate risks are included in the Enterprise Risk Management (ERM) process, and risk mitigation plans are implemented where appropriate. Neste’s material climate-related risks are further described in the Sustainability statement.

#### Minimum safeguards

Compliance with the minimum safeguards has been assessed at the group level based on the Report on Minimum Safeguards published by the EU Platform on Sustainable Finance in October 2022. Neste has assessed its operations to be compliant with the minimum safeguards as determined in Neste’s Code of Conduct. The Code of Conduct includes topics related to human rights, including workers’ rights, bribery and corruption, taxation and fair competition. No violations have been identified with the safeguards. Neste’s approach to human rights is described in more detail in the [S1 Own workforce](#), [S2 Workers in the value chain](#) and [G1 Business conduct](#) sections of the Sustainability statement. More information about Neste’s compliance program, including anti-corruption and competition law compliance, is disclosed in the [G1 Business conduct](#) section. Neste also publishes its tax footprint annually.

## Accounting policy

The definitions of taxonomy key performance indicators (KPIs) are based on the Disclosures Delegated Act, which supplements the Taxonomy Regulation and follows requirements that apply to the disclosures under Article 8(2) of Regulation (EU) 2020/852. Neste applies the version of the Disclosures Delegated Act that preceded the amendments of the Omnibus Delegated Act and was in effect until the end of 2025. The taxonomy reporting scope is aligned with the Consolidated Financial statements and covers Neste's global operations. The calculations follow general materiality principles. Taxonomy KPIs are calculated using the financial information presented in Notes to Neste's 2025 Consolidated Financial statements. To avoid double counting in the reported figures, allocations were made for each activity separately based on reporting structures, and a reconciliation has been carried out for the final figures. Neste does not present a table for the extent of eligibility and alignment per environmental objective, as 100% of the KPIs are related to the climate change mitigation objective.

## Turnover

In calculating the proportion of turnover from products associated with taxonomy-eligible and -aligned economic activities, Neste includes revenue from goods and services which have a clear relationship with the identified economic activities. Turnover for the manufacture of biofuels and co-processing includes sales of bio-based fuels, biofuel credits related to the physical product and exchange rate hedges. Turnover for infrastructure enabling low-carbon road transport activity includes sales from electric charging services. The denominator is Neste's total sales and refers to Note 5 Revenue in the consolidated financial statements.

## Capital Expenditure

Capital Expenditure (CapEx) includes investments related to activities identified as taxonomy-eligible or -aligned. The CapEx figures consist mainly of investments enabling Neste's renewable production capacity growth. To provide an accurate allocation of CapEx for taxonomy-aligned activities, Neste has used the share of taxonomy-aligned production volumes to allocate the proportion to the CapEx alignment figures. For example, allocations for the manufacture of biofuels activity

are made based on production volumes which fulfil the GHG emission savings and raw material criteria outlined in the technical screening criteria for the activity.

The breakdown of the CapEx figures is based on the Disclosures Delegated Act and includes taxonomy-eligible and -aligned CapEx. These taxonomy CapEx figures refer to additions in Note 13 Intangible assets (IAS38) and Note 14 Property, plant and equipment (IAS16). Right-of-use assets refer to Note 29 Leases (IFRS16) in the consolidated financial statements. However, the taxonomy figures only include the proportion of the investments within the scope of the EU taxonomy and therefore cannot be directly derived from the Notes. CapEx also covers additions to tangible and intangible assets resulting from business combinations.

Based on the Disclosures Delegated Act, companies can report aligned CapEx, when it is a part of a plan to expand taxonomy-aligned economic activities or to allow taxonomy-eligible economic activities to become taxonomy-aligned, as part of a so-called CapEx plan. Neste's taxonomy figures include investments made to expand the production capacity of existing taxonomy-aligned economic activities, which contribute to the climate change mitigation objective. Allocations to

taxonomy-aligned CapEx for these activities are made based on the production volumes. The taxonomy requires figures to be restated if the current allocation to taxonomy-aligned CapEx is not fulfilled in the scope of the CapEx plan. The status of the CapEx plan will be followed up annually.

## Operating Expenses

Taxonomy-eligible and -aligned Operating Expenses (OpEx) cover direct non-capitalized expenses related to research and development, short-term leases (IFRS 16) and maintenance and repair. OpEx figures also include costs related to personnel, identified as other direct expenses related to the day-to-day servicing required to maintain tangible fixed assets. The allocation of OpEx to activities that are partially taxonomy-aligned follows the same methodology as Neste uses in the taxonomy CapEx calculation, and the expenses are therefore allocated using the share of taxonomy-aligned production volumes.

Neste's taxonomy OpEx figures include expenses presented in Note 9 Other expenses but since the figures only include the proportion of expenses within the scope of the EU taxonomy, they cannot be derived directly from the note.

<b>Breakdown of the CapEx KPI, MEUR</b>	<b>Taxonomy-aligned activities (A.1)</b>	<b>Taxonomy-eligible but not taxonomy-aligned activities (A.2)</b>
Additions to property, plant and equipment	629	109
Additions to intangible assets	0	0
Additions to capitalized right-of-use assets	157	27
Additions related to acquisitions	0	0
<b>Total CAPEX (A.1 + A.2)</b>	<b>786</b>	<b>136</b>

<b>Breakdown of the OpEx KPI, MEUR</b>	<b>Taxonomy-aligned activities (A.1)</b>	<b>Taxonomy-eligible but not taxonomy-aligned activities (A.2)</b>
Costs of R&D	37	3
Costs of short-term leases	5	1
Costs of maintenance and repair	97	17
<b>Total OPEX (A.1 + A.2)</b>	<b>139</b>	<b>21</b>

# Turnover

Financial Year

Economic activities	Codes	2025		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')						Minimum safeguards	2024	Proportion of Taxonomy aligned (A.1) or eligible (A.2) turnover (%)	Category enabling activity (E)	Category transitional activity (T)
		Turnover (MEUR)	Proportion of Turnover (%)	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity					
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities</b> (Taxonomy-aligned)																				
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	4,627	24	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	13	-	-	
Manufacture of biogas and biofuels for use in transport and of bioliquids <sup>1)</sup>	CCM 4.13	1,811	10	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	13	-	-	
<b>Turnover of environmentally sustainable activities</b> (Taxonomy-aligned) (A.1)		6,438	34	100%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	26			
Of which Enabling		0	0	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0	-		
Of which Transitional		0	0	0%						Y	Y	Y	Y	Y	Y	Y	0		-	
<b>A.2. Taxonomy-Eligible but not environmentally sustainable activities</b> (not Taxonomy-aligned activities)																				
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	530	3	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3			
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	3	0	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0			
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	CCM 4.30	18	0	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0			
<b>Turnover of Taxonomy-eligible but not environmentally sustainable activities</b> (not Taxonomy-aligned activities) (A.2)		552	3	100%	0%	0%	0%	0%	0%								3			
A. Turnover of Taxonomy eligible activities (A.1 + A.2)		6,990	37	100%	0%	0%	0%	0%	0%								29			
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
<b>Turnover of Taxonomy-non-eligible activities</b>		12,026	63																	
Total (A+B)		19,016	100																	

Y Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective  
 EL Taxonomy-eligible activity for the relevant objective  
 N/EL Taxonomy-non-eligible activity for the relevant objective

<sup>1)</sup> Share of sales to outside of the EU.

# Capital Expenditure

Financial Year

	Codes	2025		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')						Minimum safeguards	2024		Category enabling activity (E)	Category transitional activity (T)
		CapEx (MEUR)	Proportion of CapEx (%)	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity		Proportion of Taxonomy aligned (A.1) or eligible (A.2) CapEx (%)			
<b>Economic activities</b>																				
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1. Environmentally sustainable activities</b> (Taxonomy-aligned)																				
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	542	43	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	27	-	-	
Manufacture of biogas and biofuels for use in transport and of bioliquids <sup>1)</sup>	CCM 4.13	244	19	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	32	-	-	
<b>CapEx of environmentally sustainable activities</b> (Taxonomy-aligned) (A.1)		786	63	100%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	59			
Of which Enabling		0	0	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0	-		
Of which Transitional		0	0	0%						Y	Y	Y	Y	Y	Y	Y	0		-	
<b>A.2. Taxonomy-Eligible but not environmentally sustainable activities</b> (not Taxonomy-aligned activities)																				
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	135	11	EL	N/EL	N/EL	N/EL	N/EL	N/EL								11			
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	1	0	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1			
<b>CapEx of Taxonomy-eligible but not environmentally sustainable activities</b> (not Taxonomy-aligned activities) (A.2)		136	11	100%	0%	0%	0%	0%	0%								12			
A. CapEx of Taxonomy eligible activities (A.1 + A.2)		922	74	100%	0%	0%	0%	0%	0%								71			
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
<b>CapEx of Taxonomy-non-eligible activities</b>		331	26																	
Total (A+B)		1,253	100																	

Y Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective  
 EL Taxonomy-eligible activity for the relevant objective  
 N/EL Taxonomy-non-eligible activity for the relevant objective

<sup>1)</sup> Share of sales to outside of the EU.

# Operating Expenses

Financial Year

	Codes	2025		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')						2024			
		OpEx (MEUR)	Proportion of OpEx (%)	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy aligned (A.1) or eligible (A.2) OpEx (%)	Category (enabling activity)	Category (transitional activity)
<b>Economic activities</b>																			
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1. Environmentally sustainable activities</b> (Taxonomy-aligned)																			
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	102	34	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	26	-	-
Manufacture of biogas and biofuels for use in transport and of bioliquids <sup>1)</sup>	CCM 4.13	37	12	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	21	-	-
Close to market research, development and innovation	CCM 9.1	-	-														2	E	-
<b>OpEx of environmentally sustainable activities</b> (Taxonomy-aligned) (A.1)		139	46	100%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	49		
Of which Enabling		0	0	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	4	-	
Of which Transitional		0	0	0%						Y	Y	Y	Y	Y	Y	Y	0		-
<b>A.2. Taxonomy-Eligible but not environmentally sustainable activities</b> (not Taxonomy-aligned activities)																			
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	21	7	EL	N/EL	N/EL	N/EL	N/EL	N/EL								8		
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	0	0	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0		
<b>OpEx of Taxonomy-eligible but not environmentally sustainable activities</b> (not Taxonomy-aligned activities) (A.2)		21	7	100%	0%	0%	0%	0%	0%								8		
A. OpEx of Taxonomy eligible activities (A.1+A.2)		159	53	100%	0%	0%	0%	0%	0%								56		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
<b>OpEx of Taxonomy-non-eligible activities</b>		144	47																
Total (A+B)		303	100																

Y Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective  
 EL Taxonomy-eligible activity for the relevant objective  
 N/EL Taxonomy-non-eligible activity for the relevant objective

<sup>1)</sup> Share of sales to outside of the EU.

## Fossil gas related activities

Template 1 Nuclear and fossil gas related activities

Row	Nuclear energy related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
<b>Fossil gas related activities</b>		
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	YES
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Template 4 Taxonomy-eligible but not taxonomy-aligned economic activities

Row	Economic activities	Proportion of turnover					
		(CCM+CCA)		Climate change mitigation		Climate change adaptation	
		Amount	%	Amount	%	Amount	%
5	4.30. High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	18	13	18	13	-	-
7	Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of turnover	118	87	118	87	-	-
8	Total amount and proportion of taxonomy eligible but not taxonomy-aligned economic activities in the denominator of turnover	136	100	136	100	-	-

Neste reports its fossil gas related activities in accordance with the Complementary Climate Delegated Act (2022/1214). Neste has exposures to natural gas related activities through its 40% ownership of Kilpilahti Power Plant Ltd, which is a joint venture company operating a combined heat and power plant. Taxonomy-eligible turnover for the activity 4.30. High-efficiency co-generation of heat/cool and power from fossil gaseous fuel includes

Neste's sales of natural gas to Kilpilahti Power Plant and other fossil gas related turnover relates to Neste's natural gas sales to other parties.

Taxonomy-eligible OpEx related to natural gas should cover direct expenses in accordance with the definitions in the Disclosures Delegated Act. As there have been no significant operating expenses during the reporting period and the information is financially immaterial,

Neste does not disclose the template for natural gas related OpEx.

Additionally, CapEx related to natural gas is not disclosed because the investments related to the Kilpilahti Power Plant are not included in Neste's total capital expenditure. Neste did not recognize any nuclear related activities as defined in the Complementary Climate Delegated Act.

## E1 Climate change

### Material impacts, risks and opportunities

Neste has identified the following material impacts, risks and opportunities with regards to climate change:

Climate change mitigation Carbon handprint (entity-specific topic)		
<b>Positive impacts</b>	Across the value chain	Neste's renewable and circular solutions enable GHG emissions reductions by Neste's customers, reducing dependency on fossil resources. Gradual development of the raw material and product portfolio composition by e.g., increasing share of renewable raw materials as opposed to fossil-based leads to a less carbon-intensive raw material pool and end products. These impacts apply across the short- to long-term.
<b>Negative impacts</b>	Across the value chain	GHG emissions across Neste's value chain contribute to global warming and climate change. GHG emissions occur upstream in fossil raw material sourcing, in own operations, and downstream from the use and further processing of Neste's products. The related global impacts of climate change apply across the short- to long-term.
<b>Opportunities</b>	Across the value chain	<p>New regulations, policy support or more ambitious climate targets can result in demand growth in renewable and circular solutions in the long-term.</p> <p>Expanding operations into new raw materials, products and technologies can create business opportunities or drive higher product value in the medium- and long-term.</p> <p>Gradual transformation of Neste's business model and operations can strengthen resilience to decreased fossil demand, allow leveraging existing assets for renewable and circular production and potentially have a positive impact on capital access and cost in the long-term.</p>
<b>Risks</b>	Across the value chain	<p>Uncertainty related to regulatory support, protectionist policies or voluntary demand for renewable and circular solutions can lead to e.g. lower sales volumes. The risk applies across the short- to long-term.</p> <p>Regulatory uncertainty related to raw materials acceptance can cause limitations to the raw materials pool, leading to competitive disadvantage for Neste or to loss of existing or potential markets. The risk applies across the short- to long-term.</p> <p>Not meeting climate commitments due to e.g., market drivers, financial constraints, technology or operational issues can result in reputational damage or increased operational costs, e.g. related to EU ETS or impact the cost and access to capital. The risk applies in the medium- to long-term.</p>
Climate change adaptation		
<b>Opportunities</b>	Upstream	Strengthening Neste's current raw materials portfolio through e.g., global sourcing capabilities, partnerships, pre-treatment capabilities or M&A can lead to improved competitiveness and adaptability towards climate change in the medium- to long-term.
Energy		
<b>Negative impacts</b>	Own operations	Neste's operations in an energy-intensive sector, especially the energy-intensity of its refining processes, lead to environmental impacts associated with energy consumption, such as GHG emissions and exploitation of natural resources. These impacts apply across the short- to long-term.

### Processes to identify climate-related impacts, risks and opportunities

Neste uses scenario analysis and enterprise risk management to identify and assess climate-related risks and opportunities, and evaluate the resilience and adaptability of Neste's business model. The risks and opportunities are incorporated into Neste's double materiality assessment, further described under [ESRS 2 General disclosures](#). Neste does not conduct a separate climate resilience analysis.

The scenario analysis, conducted in 2024 and based on prioritized inputs from a separate Task Force on Climate-related Financial Disclosures (TCFD) assessment, focused on transition risks, such as the anticipated financial effects related to e.g., climate policy developments. In the TCFD assessment, some acute and chronic physical risks to assets and raw materials were identified in higher global warming outcomes and longer timeframes, however none were deemed material. The identified climate risks are included in Neste's Enterprise Risk Management (ERM) process. Risk mitigation plans are implemented where appropriate, as described in [ESRS 2 General disclosures](#).

Climate scenarios describing different global warming outcomes were one of the key input factors. Neste based the scenario analysis and the underlying TCFD assessment on the internationally acknowledged climate pathways that represent benchmarks for the energy industry, for example the IEA Stated Policies Scenario and Announced Pledges Scenario, as well as the Net Zero 2050 scenario. These pathways cover concentration pathways similar to RCP 6.0, RCP 4.5 and RCP 2.6. Neste complemented the climate scenarios through internal analysis and identification of trends and factors relevant to its business. The complementary assumptions and weightings varied between the scenarios. The

implications to Neste were analyzed in three climate scenarios:

- Net Zero World 2050, which is in line with the 1.5°C pathways
- Net Zero EU and North America by 2050, consistent with a 2°C trajectory
- Compromised Climate Targets, reflecting global warming of 2.5°C or more by the end of the century.

Each scenario takes into consideration the development of global climate ambitions, projections of economic growth, globalization and geopolitics and development of key technologies. These drivers are relevant due to their effects on the demand of Neste's products, supply and deployment of key and new raw materials, availability of capital and Neste's overall position in supporting the global energy transition and global climate goals.

Neste's strategic planning focuses on the next 5 years, with the scenario analysis extending to 2050 to account for the increasing impact of climate change. The time horizons used in the scenario assessment were defined as short-term (1–2 years), medium-term (3–5 years) and long-term (over 6 years) to align with and cover strategic planning, capital allocation as well as expected lifetime of assets. The underlying climate scenario analysis focuses also on the "beyond 10 years" horizon.

Uncertainties related to the scenario analysis include the pace and scope of regulatory changes, technological advancements, market dynamics, the varying impacts of climate change across geographies and industries, as well as the use of national or regional data. These factors affected the considered projections for energy demand, the adoption of low-climate-impact technologies and the global transition to renewable solutions. The impact potential of these drivers on Neste were evaluated in short-, medium- and long-term time horizons with varying degrees of certainty.

Neste believes that the applied scenarios represent material risks, opportunities and uncertainties related to climate change. Key climate-related assumptions made in the financial statements are described in Note 2 Accounting Policies in Neste's Consolidated Financial statements, under the heading "Climate related topics". The assumptions are based on the same risks and opportunities as described in this section. Key climate-related assumptions in Neste's Financial statements are described in the Notes to the Consolidated Financial Statements in line with application requirement 15 in the E1 Climate change standard.

### Climate impacts

To assess, quantify and manage the impacts to climate, Neste follows the Greenhouse Gas Protocol guidance for screening GHG emissions sources and calculating emissions from its operations and value chain. The evaluation of GHG emissions is integrated into Neste's investment processes to increase transparency and control the climate impacts of the company's investments. In addition to earlier scope 1 & 2 assessments, Neste conducted a thorough scope 3 materiality assessment in 2024 to ensure all relevant scope 3 categories for the company have been identified. Relevant categories were selected based on their materiality and business relevance, while ensuring completeness and availability of consistent emissions data.

### GHG- or energy-intensive assets

Neste operates GHG- and energy-intensive assets in its refineries. Neste has identified its Porvoo refinery and oil refining business in Finland as assets and activities at risk due to climate policy developments and the energy transition. Following the 2021 closure and later decommissioning of its oil refinery in Naantali, Finland, the Porvoo refinery is Neste's only oil refinery. However, the Porvoo

refinery has significant potential as a provider of renewable and circular solutions, and Neste is enhancing its capabilities to leverage co-processing of both renewable and recycled raw materials at the refinery. Neste's long-term plan is to gradually transform the Porvoo oil refinery into a renewable and circular solutions refining hub.

### Identified risks and opportunities

Neste has identified three material transition risks related to climate change mitigation in its double materiality assessment, as described in the Material impacts, risks and opportunities table of this section. No material physical climate risks were identified in the double materiality assessment.

The energy transition will shift the energy mix from fossil fuels towards renewable fuels, and the magnitude of the transition is expected to depend on technological development and growing use of a number of novel solutions. Development of novel technologies is likely to continue. The growing global population and economic growth continue to drive increase in energy demand, yet energy efficiency improvements balance out the net impact.

## Potential implications of climate change to Neste

	Net Zero World 2050	Net Zero EU and North America by 2050	Compromised Climate Targets
<b>Description</b>	Rapid and radical emission reductions globally to meet Net Zero emissions by 2050 and limit global warming to 1.5°C, building on the IEA Net Zero 2050 Scenario.	Advanced economies demonstrate strong climate action while developing economies follow slower, consistent with a 2°C trajectory, building on the IEA Announced Pledges Scenario.	Failure to take climate action leads to the continuation of the current trends, causing global warming of 2.5°C to 3°C or more by the end of the century. Scenario is partly building on the IEA Stated Policies Scenario.
<b>Opportunities</b>	The accelerated global demand for renewable and circular solutions provides Neste opportunities to leverage global reach, expand to new markets, and optimize across raw materials, countries and customer sectors.	Continued demand growth in renewable and circular solutions; regulatory markets supported by voluntary climate ambitions.	Modest demand growth in renewable products due to less favorable regulatory framework gives room for differentiation and serving selected markets efficiently.
<b>Risks</b>	Accelerated global demand for renewable and circular solutions and supportive regulatory landscape may present transition risks related to stringent competition for key raw materials and when entering new markets.	Identified transition risks relate to regulation limiting the competitiveness of renewable fuels or narrowing the eligibility of key raw materials. A decline of fossil fuel demand could also be seen as a transition risk for Neste's current business. Risks related to accelerated alternative technology development have also been identified.	Transition risks include downscaled regulatory drivers, slowing down the demand growth for renewable products. In the long-term, physical risks related to chronic and acute climate change impacts can have significant negative effects on raw materials availability, supply chains and assets.
<b>Indicative financial impact to Neste</b>	Positive	Base case	Slightly negative

### Resilience analysis

Impacts, risks, and opportunities identified and assessed as material through business environment and business area specific analysis and evaluations, as well as covered in the double materiality assessment, inform and influence Neste's strategy development and decision-making on a broad scale, including major investments and capital allocation. Neste believes it is well-positioned to adapt its strategy and business model to a climate-resilient economy. While Neste does not conduct a separate climate resilience analysis as defined in ESRS E1, the identified climate-related impacts, risks and opportunities are indirectly considered in strategic planning. Neste's strategy aims, among other priorities, at growth in renewable fuels, and for instance raw material choices can be adjusted depending on the conditions in the business environment.

### Policies

Neste addresses material climate-related impacts, risks and opportunities in the following policies and principles: **Sustainability Policy, Sustainability Principle, Environmental Management Principle, Supplier Code of Conduct** and **Operations Excellence Policy**. In addition, the **Code of Conduct** sets out the company's commitment to reduce its GHG emissions, reach its climate targets and use energy-efficient solutions in its operations. The Code of Conduct is described more in detail in the [G1 Business conduct](#) -section of this report.

The purpose of Neste's **Sustainability Policy** is to give clear guidance to Neste's sustainability commitments and governance. The aim, through the Policy, is to ensure that aspects of sustainability are addressed in Neste's everyday business and to contribute to

sustainable development. This includes ensuring socially, environmentally and economically sustainable business conduct in all Neste's activities throughout the value chain, while creating value to the company's stakeholders. Neste's climate and other sustainability commitments reflect its ambition to support the objectives of the Paris Agreement, contributing to global efforts to limit global warming. Neste also recognizes the importance of just transition as envisaged in the Paris Agreement.

The Sustainability Policy covers IROs related to climate change mitigation and adaptation, and energy. The CEO, on behalf of the Board, has the ultimate accountability for sustainability matters and risk oversight of major significance to the Neste Group.

The purpose of the **Sustainability Principle** is to set out Neste's core sustainability commitments and define what living up to these commitments means. The Principle also describes how sustainability and its risks are

managed at Neste. It covers Neste's approach to climate change mitigation and climate change adaptation and sets out Neste's ambition in relation to renewable energy and energy efficiency.

The Sustainability Policy and Principle are applicable in all Neste operating locations and apply to all Neste employees and to anyone working for or representing any business entity within the Neste Group. They are available in English on Neste's webpage. The Sustainability Policy and Principle address several international frameworks, of which the most relevant ones for climate change are the TCFD reporting principles to disclose climate-related financial risks, and the ten principles of the UN Global Compact.

The **Supplier Code of Conduct** defines the minimum climate requirements for the company's suppliers and business partners. Neste's suppliers are expected to, at a minimum, consider the climate impact of their

operations and undertake greenhouse gas reduction measures where reasonable. More detail on the Supplier Code of Conduct and its implementation is provided in the [G1 Business conduct](#) section.

The **Operations Excellence Policy** and the **Environmental Management Principle** further describe how Neste ensures the efficient use of resources and energy in its operations. Ensuring the energy efficiency of investment projects is included in the Environmental Compliance Analysis, which is executed for all major investment projects when building new production capacity or increasing current capacity. The Operations Excellence Policy is further described in the [S1 Own workforce](#) section and the Environmental Management

Principle is further described in the [E2 Pollution](#) section.

General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

### Transition plan for climate change mitigation

Increasing the availability of renewable and circular solutions to reduce reliance on fossil resources is central to Neste's strategy. Neste's renewable products enable customers to reduce their GHG emissions. In addition to increasing production at its renewable refineries, Neste has a long-term plan to gradually transform

its oil refinery in Porvoo, Finland into a renewable and circular solutions refining hub. Neste does not have a separate climate transition plan as detailed in the ESRS but its targets, actions, resource plans and internal carbon price are intended to support the transition and climate change mitigation. Neste will evaluate developing a dedicated climate transition plan in line with emerging sustainability and due diligence regulations and evolving regulatory expectations. All Neste's strategic plans are governed by the Board of Directors, including actions and related investments needed to meet Neste's climate targets. Neste is excluded from the EU Paris-aligned Benchmarks (PABs), as the company derives revenue from the refining of fossil fuels.

### Targets

Neste has three quantifiable, time-bound targets for climate change mitigation (Table Neste's targets on climate change mitigation). In 2025, Neste revised its scope 1 & 2 target by setting a greenhouse gas emission reduction target of 80% by 2040 compared to 2019, replacing the target of reaching carbon neutral production by 2035. The interim targets supporting this long-term target are 24% reduction by 2030 and 50% reduction by 2035. With this revision Neste focuses solely on absolute GHG emission reductions and removes the option of using emission compensation from its climate target setting.

## Neste's targets on climate change mitigation

Targets	Target details	2025	2024
<b>Carbon handprint:</b> Help Neste's customers to reduce their greenhouse gas emissions by at least 20 million tons annually by 2030 with renewable and circular solutions	<b>Key performance indicator:</b> Reduced GHG emissions by Neste customers with Neste's renewable products during the reporting year (compared to fossil fuel) (MtCO <sub>2</sub> e) <b>Baseline year:</b> n.a. <b>Period:</b> Annually and until 2030 <b>Scope:</b> Own operations and upstream and downstream value chain, customer use of products	14.2 MtCO <sub>2</sub> e	12.1 MtCO <sub>2</sub> e
<b>Scope 1 &amp; 2:</b> Reduce GHG emissions in Neste's own operations by 24% by 2030, 50% by 2035, and 80% by 2040 compared to 2019 baseline	<b>Key performance indicator:</b> Absolute scope 1 & 2 GHG emissions (MtCO <sub>2</sub> e) <b>Unit:</b> % reduction in tCO <sub>2</sub> e <b>Baseline year:</b> 2019 <b>Period:</b> Until 2040 <b>Scope:</b> Own operations	3.08 MtCO <sub>2</sub> e 12% reduction compared to baseline	2.68 MtCO <sub>2</sub> e 24% reduction compared to baseline
<b>Scope 3:</b> Reduce the use-phase emission intensity of sold products by 50% by 2040 compared to 2020 levels	<b>Key performance indicator:</b> Use-phase emission intensity (gCO <sub>2</sub> e/MJ) <b>Unit:</b> % emission intensity reduction in tCO <sub>2</sub> e <b>Baseline year:</b> 2020 <b>Period:</b> Until 2040 <b>Scope:</b> Downstream supply chain (sold products)	54 gCO <sub>2</sub> e/MJ 7% reduction compared to baseline	54gCO <sub>2</sub> e/MJ 7% reduction compared to baseline

The base year and baseline for the scope 1 and 2 target stay the same. Two of Neste's climate targets remain unchanged: the carbon footprint target to reduce the use-phase emission intensity of sold products by 50% from 2020 by 2040, and the carbon handprint target to help customers reduce their greenhouse gas emissions by 20 Mt annually by 2030 with Neste's renewable and circular solutions. Neste's climate targets are linked to its overall business strategy, and considered in financial planning and resource allocation, for example, through the use of internal carbon price. The revision aligns Neste's climate targets with the current market and regulatory environment as well as the company's current financial position and streamlined investment portfolio.

For target setting, Neste has been using the guidance of the leading climate frameworks, such as the GHG Protocol, the Science Based Targets initiative (SBTi, incl. both the general guidance and the draft guidance for oil & gas sector), Transition Pathway Initiative (TPI) (GHG emission intensity pathways incl. scope 1 & 2 and scope 3 use of sold products based on IEA Net Zero 2050 scenario) and Exponential Roadmap initiative (ERI) (50 % reduction every decade). The target revision broadly involved internal stakeholders such as all business areas, strategy, finance and executive leadership, and also external stakeholder views were incorporated into the analysis and decision-making as brought forward by these internal stakeholders.

While Neste's current near-term targets are not aligned with the 1.5°C pathways, Neste believes they remain broadly consistent with the Paris Agreement's goal to limit global warming to well below 2°C. The targets ensure GHG emissions are consistently reduced in the company's operations and value chain. Neste's climate roadmap is designed to accelerate with a sharper emissions reduction curve towards 2040 in line with expected development in the demand and regulatory environment. In the near term, reductions will be made at a financially viable pace, while demonstrating progress in mitigating the company's climate impact. Neste continues to develop and strengthen its targets in line with the latest climate science, developing regulation,

available and emerging sector standards, as well as its financial capabilities.

Neste's GHG emissions reduction targets align with the GHG inventory boundaries, following the same scope and category breakdowns and using the same calculation approach as explained in the reporting principles for the climate metrics in this report. The baseline values for Neste's climate targets generally represent the company's overall activities covered as well as any external influences that would lead to major deviations from annual emissions. Key Performance Indicators (KPIs) associated with targets on scope 1 and 2 are in accordance with ESRS metrics. Carbon handprint and related KPI, as well as scope 3 use-phase emission intensity KPI are entity-specific. Scope 1 & 2 and scope 3 use-phase emission intensity targets' baselines have been compared to previous years values to ensure no major changes or external impacts have taken place. The baseline values include all activities included in the operational control reporting boundary. The scope 1 & 2 target considers market-based scope 2 emissions.

Neste does not have separate measurable, time-bound and outcome-oriented targets in place for IROs related to climate change adaptation nor upstream IROs related to climate change mitigation, but does nevertheless track the effectiveness of its policies and actions as set out below.

**Climate change adaptation:** To address the opportunity to enhance flexibility in the supply chain through renewable raw materials, Neste continues growing and diversifying its raw materials portfolio as explained further in [E5 Resource use and circular economy](#) section. These actions are relevant for Neste's upstream activities.

**Climate change mitigation:** Neste continues to work with the company's suppliers and partners to reduce GHG emissions across its value chain. The Neste Supplier Code of Conduct sets requirements towards Neste's suppliers regarding environmental impact and climate change, as further elaborated in the [G1 Business conduct](#) section. The scope of these activities are upstream and downstream scope 3 emissions, e.g.,

purchased goods, services, transportation and logistics. Progress will be reflected in relevant scope 3 GHG emissions.

#### Progress in targets

Neste's climate targets are monitored and reviewed as part of e.g., the remuneration of Neste's key personnel, as core climate targets are connected with the performance metrics in Neste's long-term incentives (LTIs), as described in [ESRS 2 General disclosures](#). Performance towards climate targets in 2025 is presented below:

- **Carbon handprint:** In 2025, Neste's renewable and circular solutions helped its customers to reduce GHG emissions by 14.2 million tons (compared to fossil fuel).
- **Scope 1 and 2 GHG emissions:** To date Neste has achieved 0.4 MtCO<sub>2</sub>e (12%) reduction in its scope 1 & 2 GHG emissions compared to the 2019 baseline of 3.52 MtCO<sub>2</sub>e.
- **Scope 3 use-phase emission intensity:** To date Neste has achieved 7% reduction to its use-phase emission intensity compared to its 2020 baseline of 58 gCO<sub>2</sub>e/MJ.

Progress towards targets is in general in line with planned. Due to the nature of the industry Neste operates in, progress towards targets is not expected to be linear year-on-year but depend on e.g., investment life cycle, R&D&I breakthroughs, market conditions reflected in sales volumes and product mix and refinery turnarounds. There have not been significant changes or trends that would have affected 2025 performance towards climate targets. However, scope 1 and 2 emissions were temporarily lower in 2024 due to a turnaround at Neste's Porvoo refinery, resulting in reduced operational activity. In 2025, GHG emissions increased as production returned to a normal operating level. As a result, the progress in emissions reductions from the 2019 base year is smaller when comparing 2025 to 2024, despite the progress in underlying long-term GHG emission reduction plans.

### Actions

Neste's key actions and identified climate change mitigation levers, including those currently implemented, planned, or under evaluation, to address material climate-related impacts, risks and opportunities, and to support progress toward its climate targets are presented in the adjacent table and graph.

### Expected outcomes

The expected outcomes of these actions include reduced scope 1 and 2 GHG emissions (reduction potential estimated to be ~2.8 MtCO<sub>2</sub>e from 2019 by 2040), improved energy efficiency, lower use-phase emission intensity of sold products and higher carbon handprint. These actions contribute to the management of material negative impacts associated with GHG emissions from Neste's own operations and value chain, energy consumption, as well as positive impacts related to reduced GHG emissions by Neste's customers. Through these actions, Neste is aligning with the objectives of the Sustainability Policy.

The implementation and timing of the actions presented are subject to individual investment decisions and depend on various factors including market demand, availability of financial resources, evolving policy and regulatory frameworks, technological readiness, and wider macroeconomic conditions enabling significant and long-term investments.

### Identified climate change mitigation levers

			Relevance for Neste's climate targets (indicative)		
			Scope 1 & 2	Scope 3 use-phase emission intensity	Carbon handprint
		Actions			
<b>Renewable and recycled raw materials and reducing reliance on fossil fuels</b>	Continuous	<ul style="list-style-type: none"> <li>Increasing production capacity for renewable products, e.g., Rotterdam refinery capacity expansion project</li> <li>Diversifying raw materials portfolio, increasing the use of low-carbon-intensity raw materials</li> <li>New processing capacity for recycled raw materials in Porvoo</li> <li>Enhancing Porvoo refinery capabilities to leverage renewable and recycled raw materials co-processing</li> <li>Gradual transition away from fossil refining</li> </ul>	•	•	•
<b>Renewable energy</b>	Continuous	<ul style="list-style-type: none"> <li>Renewable electricity, such as Power Purchase Agreements and Guarantees of Origin</li> <li>Renewable marine fuel procurement for shipping operations</li> </ul>	•		•
	Under evaluation	<ul style="list-style-type: none"> <li>Renewable steam, e.g., renewable energy boilers and potential future investments</li> <li>Replacing fossil fuels with own offgases and renewable fuels</li> </ul>	•		•
<b>Operational excellence</b>	Continuous	<ul style="list-style-type: none"> <li>Energy efficiency improvements to e.g. reduce steam consumption</li> <li>New shipping fleet</li> </ul>	•		•
	Under evaluation	<ul style="list-style-type: none"> <li>Exploring options for electrification of process heating, new technology, and asset and digital optimization</li> </ul>	•		•
	Implemented in 2025	<ul style="list-style-type: none"> <li>Energy efficiency improvements in refineries</li> <li>New shipping fleet</li> </ul>	•		•
<b>Replacing fossil hydrogen with alternative solutions</b>	Under evaluation	<ul style="list-style-type: none"> <li>Evaluating alternatives for replacing fossil hydrogen use at refineries</li> <li>Exploring opportunities to expand to new solutions and technologies</li> </ul>	•	•	•
<b>Carbon capture and storage</b>	Under evaluation	<ul style="list-style-type: none"> <li>Solutions for carbon capture and storage</li> </ul>	•		

### Resources to implement actions

Implementation of the actions required to meet Neste's climate targets are expected to require significant (>50 MEUR) operational and/or capital expenditures. In 2025, relevant financial resources related to actions on increasing the use of renewable raw materials and reducing reliance on fossil fuels are included under Neste's reporting in accordance with the EU taxonomy. For example, Neste's taxonomy reporting includes investments made to expand the production capacity of existing taxonomy-aligned economic activities as part of a so-called CapEx plan. Further information on the CapEx plan is provided in Neste's [taxonomy reporting](#).

### Internal carbon pricing

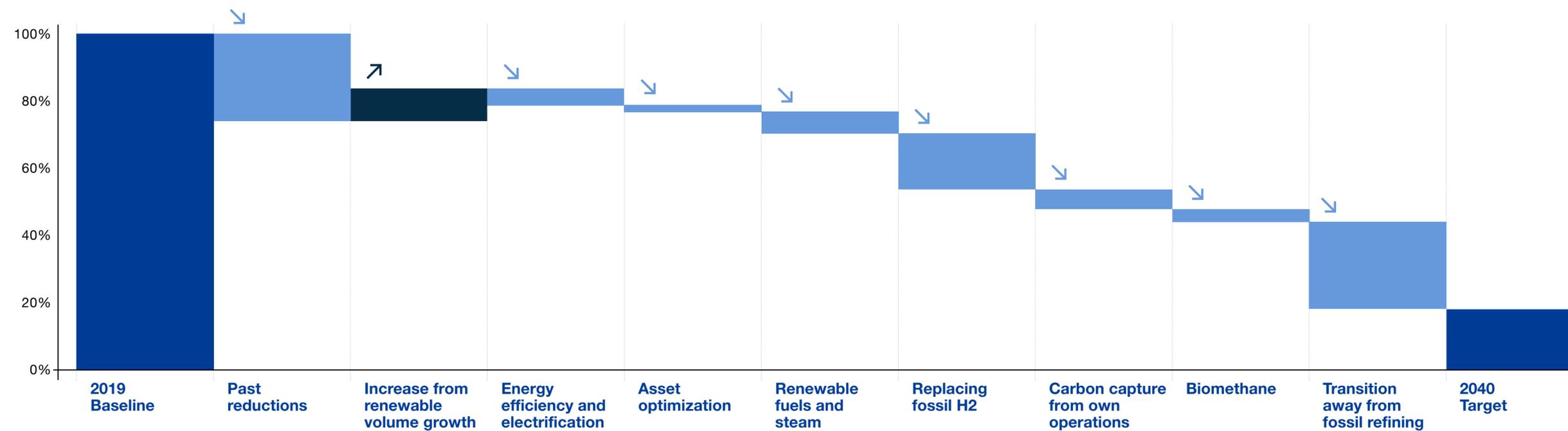
Neste applies an internal carbon price for its scope 1 and 2 GHG emissions in investment calculations, business case evaluations and in strategic planning. The internal shadow price for carbon is utilized globally, across Neste's business areas and functions.

Neste's internal carbon price is 100 EUR/tCO<sub>2</sub>e and remains unchanged compared to 2024. When setting the internal carbon price, Neste utilizes various sources, for example the EU Emission Trading System (ETS) allowance price and forecasts, and other external references such as carbon prices used in International Energy Agency (IEA) climate scenarios. While the EU ETS is

chosen as a source based on its direct financial relevance for Neste, the IEA also provides indication of sector- or industry-specific price levels required to reach the climate goals in the Paris Agreement, especially for time horizons where the visibility to detailed climate policies is unclear. Neste regularly reviews the internal carbon price as part of its strategic planning process. Neste internal carbon price does not cover scope 3 GHG emissions.

### Graphical presentation of scope 1 and 2 emission reduction levers

More detailed breakdown of identified scope 1 and 2 GHG emission reduction levers and their illustrative impact on Neste's GHG emission as a percentage of the baseline.



## Metrics

### Energy consumption and mix

Energy consumption and mix	2025	2024
Fuel consumption from coal and coal products, MWh	0	0
Fuel consumption from crude oil and petroleum products, MWh	8,401,000	7,322,000
Fuel consumption from natural gas, MWh	881,000	858,000
Fuel consumption from other fossil sources, MWh	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources, MWh	1,503,000	1,577,000
<b>Total fossil energy consumption, MWh</b>	<b>10,785,000</b>	<b>9,757,000</b>
<b>Share of fossil sources in total energy consumption, %</b>	<b>80</b>	<b>80</b>
<b>Total consumption from nuclear sources, MWh</b>	<b>708,000</b>	<b>600</b>
<b>Share of consumption from nuclear sources in total energy consumption, %</b>	<b>5</b>	<b>0</b>
Fuel consumption from renewable sources, including biomass, MWh	1,143,000	994,000
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources, MWh	926,000	1,520,000
The consumption of self-generated non-fuel renewable energy, MWh	1,000	10
<b>Total renewable energy consumption, MWh</b>	<b>2,071,000</b>	<b>2,514,000</b>
<b>Share of renewable sources in total energy consumption, %</b>	<b>15</b>	<b>20</b>
<b>Total energy consumption, MWh</b>	<b>13,564,000</b>	<b>12,272,000</b>
<b>Energy production</b>	<b>2025</b>	<b>2024</b>
Renewable energy production, MWh	6,000	1,000
Non-renewable energy production, MWh	263,000	176,000
<b>Energy intensity per net revenue</b>	<b>2025</b>	<b>2024</b>
Total energy consumption from activities in high-climate-impact sectors per net revenue from activities in high-climate-impact sectors, MWh/MEUR	713	595

### Carbon handprint

Carbon handprint	2025	2024
Reduced GHG emissions by Neste customers with Neste's renewable products during the reporting year (compared to fossil fuel), MtCO <sub>2</sub> e	14.2	12.1

## Gross scopes 1, 2, 3 and Total GHG emissions

	Base year (2019)	Retrospective	
		2025	2024
<b>Scope 1 GHG emissions</b>			
Gross scope 1 GHG emissions from the consolidated accounting group, tCO <sub>2</sub> eq		2,669,000	2,290,000
Gross scope 1 GHG emissions from investees for which Neste has operational control, tCO <sub>2</sub> eq		0	0
<b>Gross scope 1 GHG emissions, tCO<sub>2</sub>eq</b>	2,580,000	2,669,000	2,290,000
Percentage of scope 1 GHG emissions from regulated emission trading schemes, %		94	94
<b>Scope 2 GHG emissions</b>			
Gross location-based scope 2 GHG emissions from the consolidated accounting group, tCO <sub>2</sub> eq		466,000	470,000
Gross location-based scope 2 GHG emissions from investees for which Neste has operational control, tCO <sub>2</sub> eq		100	100
<b>Gross location-based scope 2 GHG emissions, tCO<sub>2</sub>eq</b>	513,000	466,000	470,000
Gross market-based scope 2 GHG emissions from the consolidated accounting group, tCO <sub>2</sub> eq		412,000	393,000
Gross market-based scope 2 GHG emissions from investees for which Neste has operational control, tCO <sub>2</sub> eq		0	0
<b>Gross market-based scope 2 GHG emissions, tCO<sub>2</sub>eq</b>	936,000	412,000	393,000
<b>Significant scope 3 GHG emissions</b>			
Total gross indirect (scope 3) GHG emissions, tCO <sub>2</sub> eq		51,590,000	56,490,000
1 Purchased goods and services, tCO <sub>2</sub> eq		5,070,000	7,390,000
3 Fuel and energy-related activities (not included in scope 1 or scope 2), tCO <sub>2</sub> eq		90,000	100,000
4 Upstream transportation and distribution, tCO <sub>2</sub> eq		670,000	820,000
5 Waste generated in operations, tCO <sub>2</sub> eq		30,000	310,000
9 Downstream transportation, tCO <sub>2</sub> eq		590,000	720,000
11 Use of sold products, tCO <sub>2</sub> eq		42,240,000	45,070,000
12 End-of-life treatment of sold products, tCO <sub>2</sub> eq		1,110,000	900,000
15 Investments, tCO <sub>2</sub> eq		1,790,000	1,180,000
<b>Total GHG emissions</b>			
<b>Total GHG emissions (location-based), tCO<sub>2</sub>eq</b>		54,724,000	59,250,000
<b>Total GHG emissions (market-based), tCO<sub>2</sub>eq</b>		54,670,000	59,173,000

GHG intensity per net revenue	2025		2024	
	2025	2024	2025	2024
Total GHG emissions (location-based) per net revenue, tCO <sub>2</sub> eq/MEUR	2,878	2,871		
Total GHG emissions (market-based) per net revenue, tCO <sub>2</sub> eq/MEUR	2,875	2,868		

## Reporting principles

Majority of the **energy consumption** and production data is collected either from Neste's own measurement devices or via energy invoices. Estimates are used for minor energy consumption sources like small rented offices and own logistics. Data coverage is estimated to be > 99 %.

Neste follows GHG Protocol Corporate Standard and its supplement Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The reporting includes emissions of the GHGs covered by the GHG Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>). Emissions have been converted into carbon dioxide equivalents.

**Scope 1 and 2:** Neste's scope 1 accounting is based on fuel consumption and emissions calculations. To calculate scope 1 emissions, activity data (MWhs contained by consumed fuel) is multiplied with site and fuel-specific emission factors to arrive at the total GHG emissions impact. When emissions are reported under the ETS or other regulations, the emission factors from these schemes are used. Otherwise country-based published emission factors are used. Other relevant GHG emissions than CO<sub>2</sub> are calculated separately for all combustion taking place in the refinery facilities. Other sources are excluded as negligible.

To calculate scope 2 emissions, activity data (MWhs of purchased energy consumption) is multiplied by emission factors to arrive at the total GHG emissions impact of purchased energy (electricity, heat, steam) use. Market-based scope 2 emissions are based on supplier-specific emission factors when available. In other cases, residual grid mix or country-specific emission factors are used. Location-based scope 2 emissions are based on country-specific emission factors published by IEA, Motiva and other country-based public sources. Emission factors for CO<sub>2</sub>eq are used when available.

Market-based scope 2 accounting covers contractually purchased electricity both bundled with energy attribute instruments, such as Guarantees of Origin (GoOs), and through the use of unbundled GoOs purchased separately. In 2025, 90.7% (2024: 86.2%) of Neste's total electricity usage was covered by GoOs, of which 29.4% was covered with bundled instruments and 61.3% unbundled GoO's.

Biogenic scope 1 emissions were 467,000 tCO<sub>2</sub> (2024: 421,000 tCO<sub>2</sub>) and scope 2 biogenic emissions 47,000 tCO<sub>2</sub> (2024: 58,000 tCO<sub>2</sub>) in 2025. The scope 1 figure includes process emissions that are partially based on estimation.

**GHG intensity and energy intensity** is calculated based on the revenue as presented in Note 5 Revenue in the consolidated financial statements. All Neste operations in operational control are included in the energy intensity figure. Relevant high climate impact sectors (based on ESRS definition) include activities related to Neste's refining operations, sale and trading of fuels and raw materials, retail sale of fuels and related products, shipping operations and other supporting activities, such as terminal operations.

**Scope 3:** For the scope 3 GHG emissions, each reported category can have different methodologies as detailed in the Technical Guidance for Calculating Scope 3 Emissions from GHG Protocol. Neste has used the following methodologies per categories: Average data method (categories 1 & 3); Spend-based method (category 1); Supplier-specific method (category 1); Distance-based method (categories 4 & 9); Waste-type-specific method (categories 5 & 12); Methodology for direct use-phase emissions according to Standard ISO 14083 (category 11); Investment-specific method (category 15); Life Cycle Assessment biofuel regulation methodology from Renewable Energy Directive (EU) 2018/2001 or from CARB Regulation (categories 1, 4, 9 & 11).

Methodologies have been chosen based on the availability and accuracy of the data and, when possible, on involvement of a third-party certification process.

When actual GHG emission factors are not available, industry- or location-specific GHG emission factors from industry databases or scientific reports are used. Sources include European Commission JRC studies, UK Department for Energy Security & Net Zero, EN ISO 14083 standard, Renewable Energy Directive (EU) 2018/2001 and Commission Implementing Regulation (EU) 2022/996, IPCC, California Air Resources Board, Tilastokeskus (Statistics Finland), Ecoinvent, ICCT and S&P Global.

With upstream (category 4) and downstream (category 9) transportation, Neste's categorization of transportation emissions into upstream and downstream (product flow approach) differs slightly from the financial flow approach stated in the GHGP Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

All Neste's scope 3 GHG emissions are calculated using inputs from Neste-specific activities using data from enterprise resource planning systems for supply, sales or procurement and from operating systems for production and site data. Neste's renewables business also provides input through product and feedstock biocriteria management and traceability systems. 74.7% (2024: 61.3%; recalculated) of emissions are calculated using primary data obtained from suppliers or other value chain partners. Calculation principles for primary data were updated in 2025 to include the emissions from the use-phase of Neste's produced fuel (category 11), and 2024 value has been recalculated respectively.

For a part of transportation emission (categories 4 & 9) and purchased goods and services (category 1), in the case where reliable data is not available, sector average data is used. For some subsidiaries, joint ventures or other entities outside Neste's operational control, estimation

based on quantitative data, such as production capacity, has been done. The estimations are compared to the known part of activity data and/or use industry average data, to ensure a sufficient level of accuracy. As part of the company's actions related to climate change mitigation, Neste continues to work with suppliers and partners to improve access to reliable value chain data.

For scope 3 category 5 (Waste generated in operations), in 2025, Neste has used the suggested approach in the Technical Guidance for Calculating Scope 3 Emissions from GHG Protocol to only include transportation emissions for waste with recovery, recycling or re-use as the GHG emissions from waste treatment should be allocated to the next life cycle. Additionally, in 2025 Neste was able to use primary data for the waste treatment and transportation emission factors. These changes partly explain the deviation between 2024 and 2025 reported values for category 5 emissions, as 2024 value has not been recalculated.

Significant scope 3 categories for Neste include categories 1, 3, 4, 5, 9, 11, 12 and 15. Excluded categories include:

- Capital goods (category 2): Compared to Neste's supplier spend, capital goods spend is not relevant. Currently capital goods and other purchased materials are included in category 1 through spend data.
- Business travel (category 6): based on qualitative assessment, the significance of the emissions related to business travel are assessed to be minimal (<0,5 %) compared to other scope 3 categories.
- Employee commuting (category 7): based on qualitative assessment, the significance of the emissions related to employee commuting are assessed to be minimal (<0,5 %) compared to other scope 3 categories.
- Upstream leased assets (category 8): based on qualitative assessment, Neste does not operate upstream leased assets; therefore, the category is not relevant.

- Processing of sold products (category 10): based on qualitative assessment, GHG emissions from the processing of Neste's sold products are accounted for in category 1 or 11.
- Downstream leased assets (category 13): based on qualitative assessment, the significance of the emissions related to downstream leased assets is assessed to be minimal (<0,5 %) compared to other scope 3 categories.
- Franchises (category 14): Neste does not engage in franchising activity.

In the upstream and downstream value chain of Neste, 13.3 Mt of biogenic CO<sub>2</sub> (2024: 12.3 MtCO<sub>2</sub>) is emitted from the combustion or biodegradation of biomass.

**Use-phase emission** intensity is calculated by dividing the GHG emissions from the use of products produced by Neste and sold by Neste (part of scope 3) with the total amount of sold energy (gCO<sub>2</sub>e/MJ).

Energy and climate metrics described above have not been validated separately by an external third party. Some underlying data sources are covered by certification and emission trading schemes and related validation processes.

**Carbon handprint** describes the difference of carbon footprint of a product or service and a baseline product or service. The bigger the handprint, the better. In this report, it is expressed in millions of tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e). In addition to data included in line with the [ESRS 2 General disclosures](#) General basis for preparation of the Sustainability statement, the metric includes Neste-sold volumes from the joint operation Martinez Renewables.

Neste's customer GHG emissions reduction is calculated by aggregating the customer's GHG emission reduction for each batch of renewable products delivered to Neste's customers. For each batch of product, Neste collects the quantity of energy and the emission factor for the product in gCO<sub>2</sub>e/MJ. Biofuel and biochemical industry traceability requirements, i.e. Renewable

Energy Directive, California CARB regulations or CORSIA, ensure that these emission factors are allocated correctly to a unique batch by a third party audited bio-criteria management system. Moreover, these emission factors on a lifecycle basis are calculated based on third-party certified actual production data, or approved default value, according to industry and market regulations listed above. Renewable products sold to the petrochemical industry are considered as combusted as fuels in this calculation methodology. The GHG emission related to each batch is compared with the GHG emission that the same quantity of a fossil fuel reference (baseline) would emit. Emission factors for the fossil references are dependent on the market where the product was sold and its regulation.

## E2 Pollution

### Material impacts, risks, and opportunities

Neste has identified the following material impact with regards to pollution:

#### Substances of concern

<b>Negative impact</b>	Across the value chain	Substances of concern are hazardous and may have a negative impact on human health and/or the environment if effective risk management measures are not in place or fail. Many Neste products are substances of concern (SoC) and SoCs are used in manufacturing them. The impact applies across short- to long-term time horizons.
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### Processes to identify pollution-related impacts, risks and opportunities

Neste assesses the health and environmental impacts of all its products. This is a regulatory requirement for chemicals. Results of these assessments are documented in e.g., the chemical safety data sheet that is supplied to customers and own employees using or manufacturing these chemicals. The health and safety impacts of raw materials used in manufacturing of Neste products are also assessed.

Many crude oil based Neste products as well as some chemicals used in the manufacturing processes in Neste refineries are or contain substances of concern as defined in the CSRD. The definition of substances of concern is purely based on the hazard properties of a substance, not on the likelihood of the exposure or risk considerations. All countries of Neste's operations have regulatory requirements relating to protecting human health and the environment. In addition to following and implementing such regulations, Neste also has its own safety management system, internal instructions and processes in place to manage the risk from hazardous chemicals and follow performance. Part of Neste's revenue is based on manufacturing and selling products that contain substances of concern – chemicals like transportation and marine fuels. Substances of concern are thus considered material for Neste, while the safety management systems are in place to protect people and the environment from actual impacts.

All Neste's operations must comply with relevant legal requirements and environmental objectives. The legal requirements have been set by regulators for the purposes of protecting human health and the environment. In the EU, for example, an environmental permit is required for operations that cause a risk of environmental pollution. The requirements and limit values set by the authorities for operations are based on air and water quality standards, assessment of environmental impacts and latest scientific research. By following the legal requirements, permit conditions and limit values, no significant harm is caused to the environment or human health. Therefore, emissions that do not exceed permit conditions and limits are not considered material in Neste's double materiality assessment. Neste reports emissions (emission components) classified as substances of concern for its refineries. The selected reporting scope complies with the general requirement of the E2 Pollution standard for consolidated emissions from facilities for which the applicable E-PRTR (current IEPR) threshold is exceeded.

#### Policies

The foundations of safety excellence and continual improvement are defined by Neste's **Operations Excellence Policy** and **Operations Excellence Management System (OEMS)**, which includes the Operations Excellence Policy, Principles and supplementary detailed Standards. The Operations Excellence Policy

sets out Neste's approach to preventing incidents and ensuring effective safeguards for people and the environment. Under the Policy, substances of concern are addressed through ensuring that product compliance and chemical safety hazards are effectively managed. More information on the Operations Excellence Policy is provided under [S1 Own workforce](#).

Through the implementation of the OEMS, Neste aims to ensure that product compliance and chemical safety hazards are effectively managed in its operations. The OEMS includes the **Product & Chemical Safety Principle**, which outlines mandatory chemical legislation requirements and their handling across operations. It covers the mitigation of material impacts related to Neste's use and processing of substances of concern. Neste is dedicated to product and chemical safety, ensuring compliance with regulations, minimizing risks and fostering a sustainable approach to chemical management.

The Product & Chemical Safety Principle mandates the identification of substances of concern. Neste is actively working towards substituting chemicals with less harmful alternatives where possible and increasing the use of renewable raw materials and products. This shift towards renewable resources is key in gradually reducing the presence of substances of concern in Neste's operations.

The Principle covers all chemicals used, stored, sold, manufactured, purchased or imported by Neste,

including substances of concern. It applies to all Neste employees and anyone working on behalf of the company, including service providers and contractors. The implementation of the Principle is a collaborative effort involving Neste's Business Areas, Procurement, R&D and the Safety organization. Business Areas are responsible for compliance in sales, trade and production, as well as the safe handling and disposal of chemicals. The Safety organization plays a crucial role in identifying regulatory requirements, raising awareness, providing training, assessing hazards and supporting the minimization of occupational exposure.

The requirements of the Principle are based on legal requirements applicable to Neste's operations, including the REACH and CLP Regulations in the EU, the TSCA in the US, the Workplace Safety and Health Act in Singapore, and international agreements like the ILO Chemical Convention. The Principle is available internally in the Neste Management System and the requirements are monitored through OEMS audit procedures and continuous internal engagement with relevant stakeholders.

Neste's **Environmental Management Principle** describes key aspects and minimum requirements for environmental protection and related environmental improvements in Neste's operations, and provides an approach to ensure such requirements are performed in a uniform way. This includes e.g., identifying and mitigating emissions, as well as recognizing and mitigating potential environmental risks. For the purposes of

avoiding incidents and accidents with significant environmental impact, Neste's operations identify environmentally critical operations, systems and equipment, and prepare management plans accordingly. The Principle also concerns the management of material impacts related to substances of concern by requiring that production sites evaluate presence and current or earlier use of substances of very high concern (SVHCs) and establish a program for risk management, control or removal and proper handling.

The Environmental Management Principle is applicable to all Neste owned and operated production sites and terminals and Neste operated logistics, Marketing & Services operations and other Neste operations like Investment Project Execution and Governance. It is available internally in the Neste Management System, while a description of the key contents of the Principle is available publicly. The implementation of the Principle is done through a dedicated program during 2025–2027 and furthermore, monitored through internal audits and monthly environmental compliance reporting.

Key performance indicator	Performance in 2025	Performance in 2024
Incidents of non-compliance concerning the health and safety requirements of products	No cases of non-compliance as defined in reporting principles.	One case relating to a lacking authority notification in 2023, which Neste received an authority warning/notice for in 2024.

General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

### Targets

Neste complies with requirements for product and chemical safety, as described in the Operations Excellency Policy and Product and Chemical Safety principle, to address impacts associated with substances of concern in its supply chain and products. Neste does not have separate targets in place with regards to substances of concern but tracks the effectiveness of its policies with e.g., the entity-specific KPI presented in the adjacent table. Neste aims to minimize the number of non-compliances related to the health and safety requirements of its products. Neste has not defined a base year for the key performance indicator.

## Actions and resources

### Actions

Key actions related to substances of concern at Neste include the continued development of practices in ensuring compliance and maintaining safety standards and requirements in Neste's own operations and the supply chain in accordance with product and chemical safety legislation. Further information on current and planned actions is provided in the adjacent table. Information about how safety incidents (including those related to substances of concern) are addressed in the [S1 Own Workforce](#) section of this report.

### Expected outcomes

As a result of the actions, Neste expects its products to continue complying with product and chemical safety requirements, while also minimizing chemical compliance or safety incidents. The progress towards actions related to chemical compliance is followed through continuous monitoring of incidents of non-compliance concerning the health and safety requirements of products, including the compliance with product and chemical safety legislation and Neste's policies and principles.

As a result of its environmental compliance assurance efforts and implementation of the updated Environmental Management Principle, Neste ensures its operations comply with relevant environmental requirements. Neste

is committed to correct any potential environmental non-compliances. Furthermore, Neste aims to ensure that its operations do not cause significant harm to the environment.

### Resources to implement actions

Implementation of actions related to substances of concern are covered by e.g., process safety investments under prioritized maintenance operational or capital expenditures to ensure safety and reliability of operations. Actions related to compliance with regulatory requirements for product and chemical safety are business-as-usual activities that did not require dedicated significant (> 50 MEUR) financial resources during the reporting year, and are not expected to require such resources in the future. Future financial resources allocated to actions listed above may be subject to individual investment decisions and depend on various internal and external factors.

Action area	Description	Actions in 2025	Planned actions
<b>Chemical compliance</b>	Neste ensures chemical compliance and safety through implementing internal monitoring systems, maintaining and developing instructions, training, awareness campaigns, networking and practical tools for managing product and chemical safety compliance, and conducting systematic self-assessments and audits to ensure compliance.	In 2025, key actions included updating internal instructions, providing training to own employees and updating several REACH registration dossiers and safety data sheets as well as maintaining the daily compliance work in line with business development.	Current actions will be continued on an ongoing basis over the long term to ensure chemical compliance and internal competence and processes.
<b>Environmental management and compliance</b>	Neste follows up environmental compliance utilizing site-specific leading and lagging environmental indicators. To ensure compliance, Neste develops environmental management practices and conducts environmental self-assessments and audits.	In 2025, key actions focused on implementing the updated Environmental Management Principle. Implementation actions were determined through a detailed site-specific gap analysis.	The implementation of the Environmental Management Principle continues until 2027.

Metrics	2025		2024	
	Health hazard class	Environmental hazard class	Health hazard class	Environmental hazard class
<b>Substances of concern, kilotons</b>				
<b>Total amount of substances of concern that are generated or used during production or that are procured</b>	<b>12,309</b>	<b>0</b>	<b>10,468</b>	<b>0</b>
Amount of substances of concern that leave facilities as products	5,792	10	6,378	22
Amount of substances of concern that leave facilities as part of products	4,623	0	5,307	0
<b>Total amount of substances of concern that leave facilities as products or as part of products</b>	<b>10,415</b>	<b>10</b>	<b>11,686</b>	<b>22</b>
Amount of substances of concern that leave facilities as emissions	0.7	0	0.6	0
<b>Total amount of substances of concern that leave facilities as emissions, as products or as part of products</b>	<b>10,416</b>	<b>10</b>	<b>11,686</b>	<b>22</b>

### Reporting principles

Substances of concern are recognised and tracked in Neste's internal IT systems. There are a variety of existing regulatory requirements in place for notifying manufactured and imported chemicals and their annual volumes to the national authorities. By managing these and many other EU and national requirements Neste has gathered depositories of data on hazardous chemicals. Reporting substances of concern as defined in the ESRS are managed together with the work related to these regulatory requirements.

### Chemical substances

The substance is a substance of concern (SoC) if it

- Is a Substance of Very High Concern (SVHC) as identified in accordance with the EU REACH Regulation and added by European Chemicals Agency (ECHA) to the candidate list for authorization (subsection i. in the definition of SoC in EC 2023/2772);

- Has harmonized classification in Part 3 of Annex VI to EU CLP Regulation with one of the hazard classes or hazard categories declared in the subsection ii. in the definition of SoC in EC 2023/2772;
- Has negative effects on reuse and recycling according to the EU product-specific ecodesign requirements. Ecodesign for Sustainable Products Regulation (ESPR) entered into force in July 2024, and it establishes a framework for setting ecodesign requirements on specific product groups.

Chemical substances are identified by the CAS/EC number that is declared in the SVHC list and in Annex VI to CLP. Neste has introduced CAS/EC numbers of the chemicals in its ERP systems so that substances of concern can be screened and amounts calculated.

None of the chemicals Neste supplies as feedstock or manufactures is listed in the SVHC list by ECHA. However, many of the petroleum products are included in

the Annex VI to CLP due to harmonized classification of health effects such as carcinogenicity. Majority of the reported amounts are from substances that are hazardous to health because there is no harmonized environmental classification in CLP Annex VI e.g., for petroleum products. However, petroleum products have properties that are hazardous to the environment and thus self-classified to indicate the environmental hazards. The self-classification is declared e.g., in the safety data sheets.

### Emissions

Production sites evaluate SoC emissions that are identified as significant in accordance with their environmental permits or other authority or legal requirements. The main reference for the identification is the Annex II of the Industrial Emission Portal Regulation (EC) No. 2024/1244, which also covers the most significant SoC/SVHC polluting substances.

In 2025, Neste reports the total amount of substances of concern that leave its refineries as emissions to the environment and that can be identified with certainty and estimated or measured in a reliable manner in terms of the amount of such emission. The reporting refers to the Annex II of the EU's Industrial Emissions Portal Regulation (2024/1244) and focuses on those substances that exceed the threshold values of the aforementioned Regulation for air, water and soil. In terms of air emissions, reported pollutants are carbon monoxide (over 95% of total reported SoC emissions), benzene, hydrogen cyanide and vinyl chloride. The environmental permits of all sites and local regulations allow these emissions. Carbon monoxide is formed in the combustion processes, but upon entering the atmosphere, it oxidizes further into carbon dioxide, which is not classified as SoC. Less than 0.1% of total reported SoC emissions (such as phenol, nickel and zinc) end up in water courses. These emissions have not been found to have a significant impact on, for example, the state of receiving water bodies.

Benzene has been identified and reported as the most significant SoC substance of non-methane volatile organic compounds (NMVOC) emissions at the Porvoo

refinery. Neste is aware that other SoC substances can potentially also be present in NMVOC emissions. The total NMVOC of oil refineries is calculated as total carbon and the exact composition has not been reported.

As the reporting definitions become more precise and the general knowledge base accumulates, the reporting of SoC emissions will be re-evaluated.

**Validation by an external body other than the assurance provider:** Neste is subject to annual environmental authority inspections and conducts emission reporting to competent authorities. Neste annually reports to its competent authority data on the releases to air, water and land of pollutants listed in IEPR Annex II for which the applicable threshold specified in that Annex is exceeded to the extent required in environmental permits or other national requirements. The authorities assess the quality of the data, in particular the accuracy, completeness, consistency and credibility. This process is based on the requirements of the Industrial Emissions Portal Regulation (IEPR).

In Singapore the national water agency (PUB) regulates the sewerage system, as well as the treatment and discharge of industrial wastewater into public sewers. The industrial wastewater from the Singapore refinery is discharged to these sewers. If necessary, they must be treated to specified standards before being discharged into a sewer.

**Incident of non-compliance concerning the health and safety requirements of products** (entity-specific KPI) is an incident involving non-compliance with regulations resulting in a fine, penalty or warning. Incidents of non-compliance concerning the health and safety requirements of chemicals are reported according to the Neste management system. The metric is based on the definitions in GRI indicator 416-2. The KPI has not been validated separately by an external third party.

## E4 Biodiversity and ecosystems

### Material impacts, risks and opportunities

Neste has identified the following material impacts, risks and opportunities with regards to biodiversity:

Direct impact drivers of biodiversity loss		
<b>Positive impacts</b>	Upstream	The use of waste and residue raw materials for renewable products can contribute to positive impacts for biodiversity in the upstream value chain. These short- to long-term impacts include reduced pressures on land use and land conversion, as well as reducing environmental pollution.
<b>Negative impacts</b>	Upstream	Upstream extraction and potential incidents, such as spills, across the supply chains of raw materials and utilities, can damage terrestrial and marine ecosystems, habitats and species or result in soil and marine pollution in the short- to medium-term.
<b>Opportunities</b>	Upstream	Using waste and residue raw materials and novel vegetable oils from regenerative agricultural practices can reduce land use impacts from agriculture and lead to e.g., access to new markets, new material streams or strengthened brand value. The opportunity applies across short- to long-term time horizons.
<b>Risks</b>	Upstream	Biodiversity loss mitigation can pose a transition risk for Neste's renewable raw material pool through increased nature-related requirements which might e.g., limit the availability of raw materials or increase supply chain complexity. The risk applies in the medium- to long-term.

Neste's material biodiversity impacts, risks and opportunities are related to green transition in society. The key strategic choices by Neste that address material impacts, risks and opportunities related to biodiversity are the focus on renewable and circular solutions and reducing reliance on fossil fuels. Neste continues to work toward increasing the availability of renewable and recycled raw materials, while developing technologies to diversify its current portfolio with new scalable raw materials. These actions support the company's resilience to biodiversity and ecosystems-related risks. Neste is also addressing its material biodiversity risks and impacts through landscape initiatives. These projects aim, among other things, to prevent deforestation, develop sustainability awareness and drive structural change to promote forest conservation in Neste's renewable raw material supply chain.

Neste's material biodiversity-related impacts arise from activities in the upstream value chain. No material biodiversity-related impacts on biodiversity-sensitive areas have been identified for Neste sites. Neste has

conducted biodiversity evaluation and identified some vulnerable species and habitats close to its refinery in Porvoo and terminal in Naantali, Finland. This includes for example, a 3-hectare forest area out of a total of 300 hectares of its land in Naantali protected under national legislation. Neste undertook biodiversity baseline inventories at Porvoo and Naantali between 2022 and 2023 to identify potential mitigation measures. Certain areas with moderate biodiversity values with potential for biodiversity impact mitigation were defined, based on national and European regulation.

In 2025, the company complemented previous evaluations with an assessment of biodiversity-sensitive areas near Neste's direct operations. In addition to the protected forest area within the Naantali site, there are three nature conservation areas or protected sites located within 2 km from Neste's production sites in Finland (Porvoo) and in The Netherlands (Rotterdam and Sluiskil). Material negative impacts in Neste's value chain are not related to land degradation, desertification and soil sealing.

### Processes to identify biodiversity- and ecosystem-related impacts, risks and opportunities

Neste has increased its understanding of biodiversity-related risks and opportunities through holistic materiality analyses. These assessments have covered both transition- and systemic biodiversity risks and opportunities.

The initial Neste biodiversity impact and risk materiality assessment was conducted in 2021, which consisted of in-house interviews focusing on evaluating anticipated magnitude, irreversibility, frequency and likelihood of impacts and risks. The approach is aligned with Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) recognized pressures on biodiversity and ecosystem change. Material topics were identified in Neste's supply chain, and included land use and land use change, fresh water use and pollution. The assessment and prioritization of the upstream and direct operations material biodiversity impacts and risks continued in 2022 with the Science Based Targets Network (SBTN) methodology for

nature and further in 2023–2024 within the SBTN initial validation pilot for the development of land and fresh-water targets. The methodology includes screening of key biodiversity aspects and pressures based on ISIC (International Standard Industrial Classification of All Economic Activities) sector related risk categories.

Based on these evaluations, Neste's upstream value chain was identified as material when considering biodiversity. The collaboration with the non-governmental organization (NGO) Fauna & Flora in 2022–2024 provided further insights into the material supply chains from the biodiversity perspective.

The opportunities and dependencies assessments were further developed in the double materiality assessment process in line with ESRS requirements, including transition and physical risks and opportunities related to biodiversity and ecosystems. Impacts and dependencies on ecosystems or ecosystem services have also been assessed.

Neste's materiality assessments for biodiversity have been conducted with internal stakeholders and external experts, including Fauna & Flora and SBTN. As described in the [ESRS 2 General disclosures](#) section of this report (see Stakeholder engagement and Double materiality assessment process), Neste engages with local communities, production site neighbors and other stakeholders to identify and mitigate biodiversity impacts in the value chain. Affected communities have not directly been involved in Neste's biodiversity materiality assessment.

Neste is participating in landscape initiatives, where collaboration with local communities has provided insights on biodiversity in Neste's upstream renewable value chain. In the Siak and Pelalawan Landscape Programme in Indonesia, targeted communities are supported in village-level regulations on land use, forest and natural ecosystem protection, to safeguard their shared biological resources and critical ecosystems from the negative impacts of palm oil production. Participatory community consultations to map remaining forests strengthened community-led forest protection and initiated community-based mangrove protection at selected villages.

Engagement with SBTN and the materiality assessment tool used therein has helped Neste to understand its business' resilience in relation to biodiversity-related risks. However, the work thus far does not yet fulfil ESRS requirements for a resilience analysis of Neste's business model to biodiversity-related transition and systemic risks.

## Policies

Neste's key policies and principles concerning biodiversity are the **Sustainability Policy** and the **Supplier Code of Conduct**. In addition, the **Sustainability Principle, Responsible Sourcing Principle** and **Supplier Sustainability Approval Principle** set requirements for how biodiversity matters are considered in the

company's upstream value chain and in its relationships with suppliers. The **Code of Conduct** sets Neste's commitment on reducing environmental impacts, which includes strengthening the protection of biodiversity and high conservation value areas, promoting and supporting the resilience of their natural values as well as preventing deforestation. The Code of Conduct is described in the [G1 Business conduct](#) section.

**Neste's Sustainability Policy** includes promoting sustainable land and water use and mitigating environmental impacts from pollution as required under regulation. As described in the **Sustainability Principle**, Neste aims to protect the natural environment in the areas where it operates, as well as the surrounding communities. Neste monitors environmental quality, including air, marine, and groundwater, at relevant sites and takes action to rectify any potential environmental damage caused by its operations.

The Sustainability Principle also sets out Neste's commitment to biodiversity in its sourcing activities. Neste aims to avoid the conversion of habitats with valuable biodiversity for biomass production and encourages strengthening the protection of biodiversity and high conservation value areas. The company accepts only renewable raw materials that fulfill the regulatory requirements for traceability at minimum. The Sustainability Policy and Sustainability Principle are described more in detail in the [E1 Climate Change](#) section of this report.

More detailed biodiversity requirements for Neste's renewable raw material suppliers are set out in the **Responsible Sourcing Principle**. Neste expects its suppliers to share its commitment to promote positive impacts and prevent habitat conversion. Neste works to prevent deforestation and habitat conversion, as well as other environmental impacts. The Responsible Sourcing Principle covers the management of material biodiversity-related impacts, risks and opportunities related to the sourcing of renewable raw materials.

The Responsible Sourcing Principle prohibits sourcing from areas where feedstock production has adversely affected land use and habitat conversion of forested areas, wetlands, grasslands, and other natural ecosystems. Neste encourages any future development of biomass production to take place on degraded lands, or lands where cultivation increases the carbon stock of those areas, and monitoring is conducted in line with Neste's due diligence processes, where relevant. The Responsible Sourcing Principle also contains requirements on community land rights and food security, sustainable land practices, direct impact drivers of biodiversity and impacts on ecosystem services, the extent and condition of ecosystems and the state of species. Further information on the Responsible Sourcing Principle is available in [E5 Resource use](#).

All Neste's renewable raw material suppliers are approved in accordance with the **Supplier Sustainability Approval Principle**, which outlines requirements relevant for the protection of biodiversity, such as the traceability of renewable raw materials. The Principle and the outlined approach for sustainability due diligence supports the management and mitigation of Neste's material impacts and risks related to biodiversity in its renewable raw material value chain.

In accordance with the **Supplier Code of Conduct**, Neste's suppliers are encouraged to establish and implement procedures to minimize any adverse impact of their operations on the environment, while also demonstrating continuous improvements. Neste does not have a specific policy covering sustainable oceans practices in its value chain, but the Supplier Code of Conduct addresses environmental impacts, including impacts on oceans. The Supplier Code of Conduct contributes to the mitigation of Neste's material impacts and risks related to biodiversity and covers several factors that directly contribute to impacts on biodiversity, such as emissions to air and water. The Supplier Sustainability

Approval Principle and Supplier Code of Conduct are described in detail within the [G1 Business conduct](#) section of this report.

General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

## Targets

As part of its sustainability vision, Neste aims to drive positive impacts on biodiversity in its operations and in its value chain. Neste is committed to develop its biodiversity approach and science-based methodology to assess, prioritize, mitigate and track impacts identified for land, water and pollution, in line with EU Corporate Sustainability Due Diligence Directive, which supports the policy objectives of the Sustainability Policy, Responsible Sourcing Principle and Supplier Code of Conduct. Neste does not have separate measurable, time-bound and outcome-oriented targets specific to upstream material biodiversity impacts, risks and opportunities. Neste tracks the effectiveness of policies and actions through other relevant metrics and key performance indicators. These include for example, KPIs under the [E1 Climate change](#) and [G1 Business conduct](#) sections of this report, which focus on the reduced reliance on fossil resources and implementing environmental requirements within the supply chain, respectively.

## Actions and resources

### Actions

To cover its biodiversity-related impacts, risks and opportunities in its upstream value chain, Neste works with suppliers to implement the Supplier Code of Conduct requirements. Neste's due diligence process for its suppliers is further described in the [G1 Business conduct](#) section. For example, Neste conducts a sustainability review of all new crude oil suppliers with the aim to reduce impacts to the environment and ensure suppliers have sufficient environmental policies and practices in place, with a focus on crude oil production-specific issues.

Neste aims to advance circular economy and resource efficiency through utilizing waste and residue raw materials in the production of its renewable products. As a result, the demand for virgin raw materials can be decreased, alleviating the pressure on natural resources

and reliance on crude oil and other fossil resources. The use of waste materials instead of crop-based raw materials is aligned with the EU Biodiversity Strategy goal of prioritizing renewable energy solutions favorable to biodiversity. Actions related to expansion and diversification of Neste's renewable and recycled raw material portfolio are described in [E5 Resource use and circular economy](#). Further information on actions related to increasing the use of renewable and recycled raw materials and reducing reliance on fossil fuels is provided in [E1 Climate change](#).

Scope of actions is in the upstream value chain, especially focusing on sourcing of renewable raw materials. Thus far, Neste's actions for biodiversity have predominantly concentrated on avoiding impacts on land, water, and pollution, which have not necessitated the incorporation of local or indigenous knowledge, nor the encompassing of nature-based solutions.

### Expected outcomes

These actions are expected to mitigate biodiversity risks in Neste's supply chains, and eventually reduce impacts identified for land, water and pollution and enhance waste material utilization, in line with Neste's Sustainability Policy and other biodiversity and ecosystems-related policy commitments.

### Resources to implement actions

Implementation of the actions reported above did not require significant (> 50 MEUR) financial resources during the reporting year, and is not expected to require such resources in the future.

## Impact metrics related to biodiversity and ecosystems change

Neste follows key frameworks and engages in collaborations in developing impact metrics related to biodiversity. Neste has been collaborating with the World Business Council for Sustainable Development (WBCSD) and closely following SBTN methodology to develop metrics and indicators to monitor biodiversity mitigation actions.

Action area	Description	Actions in 2025	Planned actions
<b>Nature-related risks of upstream activities</b>	Evaluating and assessing the dependencies and impacts of prioritized raw materials on biodiversity and natural ecosystems, and locate where those impacts are taking place.	<p>Neste has identified its prioritized raw materials based on the SBTN pilot exercise and other, previously conducted, biodiversity impact and risk materiality assessments. In 2025–2026, Neste continues its learning journey with the SBTN Land Method version 2 pilot as observer.</p> <p>Internally, Neste began an exercise of data gathering and mapping to increase understanding of current data gaps.</p>	<p>Neste plans to further assess prioritized raw materials critical for biodiversity and natural ecosystems, and continue to develop metrics and indicators to monitor biodiversity mitigation actions. Overall, the aim is to develop,</p> <ul style="list-style-type: none"> <li>i) a materiality and risk assessment process for upstream activities in the short- to medium term, and</li> <li>ii) action plans to mitigate risks and impacts on land, water and pollution in the long term.</li> </ul>
<b>Novel vegetable oils and regenerative agriculture</b>	Neste's activities related to novel vegetable oils (NVOs) focus on three concepts, i.e. low-carbon intensity, intermediate cropping and severely degraded land. These activities are aimed at: i) producing novel vegetable oils using regenerative agriculture management practices, reducing indirect land use changes, and ii) improving soil health and biodiversity in agroecosystems.	<p>In 2025, Neste collaborated with the International Sustainability and Carbon Certification (ISCC) body to develop a regenerative agriculture add-on that couples with the ISCC First Gathering Point (FGP) certificate. The criteria for the add-on were developed based on results of sustainability case studies on novel vegetable oils and will be tested in farms producing intermediate crops.</p> <p>Additionally, a long-term plantation trial was established to understand the feasibility of cultivation in different soil types.</p>	<p>Going forward, collaboration with relevant organizations will be continued to increase the understanding on</p> <ul style="list-style-type: none"> <li>i) improving soil carbon methodologies,</li> <li>ii) increasing carbon build up in the soil and improving its measurement, and</li> <li>iii) improving GHG emission savings of novel vegetable oil feedstocks.</li> </ul> <p>These actions are especially relevant in the long-term.</p> <p>Monitoring of the trial plantation established in 2025 and evaluation of potential projects related to severely degraded land will continue in different geographies, depending on e.g., the implementation of relevant regulations.</p>

## E5 Resource use and circular economy

### Material impacts, risks and opportunities

Neste has identified the following material impacts, risks and opportunities with regards to resource use and circular economy:

Resource inflows, including resource use		
<b>Negative impact</b>	Upstream	Use of virgin raw materials leads to depletion of finite resources, which is a driver for long-term scarcity, ecosystem disruption and biodiversity loss. This negative impact applies in the short- to long-term.
<b>Opportunity</b>	Upstream	Circular economy drivers can bring opportunities for Neste in the medium- to long-term. These include, for example, increased availability of new or existing raw materials and incentives or mandates to support the utilization of renewable and circular resources in the chemical industry.
<b>Risk</b>	Upstream	Competition, trade policies or import restrictions may reduce availability or create price volatility for raw materials, impacting Neste's profitability. This poses a short- to long-term risk for Neste.

The identified impacts, risks and opportunities interact especially with the following four dimensions of Neste's strategy and business model: renewable and recycled raw materials, resource efficiency and environmental impacts in own operations, renewable and circular solutions and innovation and collaboration.

- **Renewable and recycled raw materials:** Neste is working to diversify its current portfolio with scalable new raw materials as well as to develop technologies enabling their use. This helps to reduce the reliance on fossil raw materials. To mitigate the negative environmental impacts from the use of virgin raw materials, Neste is committed to resource efficiency and circular economy practices, ensuring sustainable management of resources throughout its operations.
- **Resource efficiency and environmental impacts in own operations:** All sites operated by Neste are responsible for understanding and managing their environmental impacts and aspects, including issues related to waste generation. Waste in Neste's own operations is handled by contracted third parties locally. Neste follows the local waste legislation in its

operations and continuously seeks new opportunities to minimize the waste sent to landfill and find new waste recovery solutions.

- **Renewable and circular solutions:** Neste's renewable and circular solutions have lower GHG emissions over the product life cycle when compared to fossil alternatives, and cater to the demanding needs of transportation, aviation, marine, polymers and chemicals industry and other industrial uses.
- **Innovation and collaboration:** Innovation has enabled Neste's transformation from a local oil refining company towards global leadership in renewable fuels. The focus of Neste's innovation and R&D work is to support and enhance Neste competitiveness. Neste collaborates with various stakeholders, including universities and research institutes to advance raw material and technology development.

The above elements of Neste's strategy and business model support resilience with relation to the impacts, risks and opportunities identified regarding resource use and circularity.

### Policies

The policies and principles described below are utilized to manage Neste's material impacts, risks and opportunities related to resource use.

Through the **Sustainability Policy**, Neste sets out its guidelines on using natural resources and working towards a more efficient value chain by providing solutions taking advantage of waste and residue raw materials and contributing to a circular economy and therefore helping to reduce the dependency on virgin fossil raw materials. In the related **Sustainability Principle**, Neste sets out relevant requirements for the sourcing and use of renewable resources, in alignment with relevant regulatory requirements. More detailed information regarding the Sustainability Policy and Principle is available under the [E1 Climate change](#) section.

Neste's key principles relating to the sustainability of its renewable raw material supply chains are the **Supplier Code of Conduct** and the **Responsible Sourcing Principle**. Additionally, the **Supplier Sustainability Approval Principle** sets the minimum sustainability requirements for approving renewable raw material suppliers. The Supplier Code of Conduct, applicable for all

Neste's raw material suppliers, and the Supplier Sustainability Approval Principle are described more in detail under [G1 Business Conduct](#).

In addition to the Supplier Code of Conduct, renewable raw material suppliers need to comply with Neste's Responsible Sourcing Principle. Neste expects its suppliers to have the same commitment to promote positive impacts and to prevent habitat conversion throughout its supply chain. Neste works to prevent deforestation, habitat conversion, and other social and environment negative impacts. The Responsible Sourcing Principle is aligned with relevant regulatory requirements, such as the EU RED and the US Renewable Fuels Standard (RFS), and the UN Guiding Principles on Business and Human Rights.

Neste monitors the implementation of these principles through sustainability due diligence, as described in the [G1 Business Conduct](#) section. General governance, including the highest level of accountability for the policy, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

## Targets

To address the material impacts, risks and opportunities related to resource use and circular economy, Neste continues to strengthen and expand its raw materials portfolio and global sourcing capabilities. Neste does not have separate measurable, time-bound and outcome-oriented targets in place for the material impacts, risks and opportunities related to resource use and circular economy. Neste tracks the effectiveness of policies and actions through other relevant metrics and key performance indicators, which include for example, the Supplier Code of Conduct KPI as introduced under the [G1 Business conduct](#) section of this report.

## Actions and resources

### Actions

Neste's main actions related to resource use and circular economy include the use of renewable and recycled raw materials in the production of renewable and circular solutions as well as the continuous development of supplier relationships, as further described in the adjacent table. These actions span over the short-, medium and long term. To align with the material impacts, risks and opportunities identified, the scope of the actions is especially focused on the company's upstream value chain and the use of renewable, particularly waste and residue, and recycled raw materials. Neste aims to advance resource efficiency and circular economy through utilizing renewable raw materials, particularly waste and residue, and recycled raw materials in its products. As a result, the demand for virgin raw materials could be decreased, alleviating the pressure on natural resources and reliance on crude oil and other fossil resources. Further information on actions related to increasing the use of renewable and recycled raw materials and reducing reliance on fossil fuels is provided in the [E1 Climate change](#) section.

## Expected outcomes

By implementing these actions, Neste aims to manage the identified material impact related to the use of virgin raw materials and the risks and opportunities related to the use of renewable, particularly waste and residue, and recycled raw materials. The actions also support the implementation of the objectives in Neste's Sustainability Policy on providing solutions taking advantage of waste and residue raw materials and contributing to a circular economy.

## Resources to implement actions

Implementation of the actions listed above as well as the related actions under [E1 Climate Change](#) section are expected to require significant (>50 MEUR) financial resources. Implementation of these actions may be subject to individual investment decisions and depend on various factors, including external drivers such as market development and supportive policy environment.

Action area	Description	Actions in 2025	Planned actions
<b>Raw material portfolio expansion and diversification</b>	Neste sources renewable raw materials globally for its renewables refineries in Finland, the Netherlands and Singapore, and for its joint operation in California in the US. Neste continues to work towards increasing the availability of renewable and recycled raw materials and developing technologies to diversify its raw material portfolio with new scalable alternatives, such as lignocellulosic waste and residues.	<p>Neste continued actions towards increasing the availability of emerging, lower-quality waste and residue raw materials. In 2025, Neste's technology and innovation expenditure was EUR 63 (86) million, which includes R&amp;D for new raw materials and the technologies that could enable their use.</p> <p>For example, Neste started cooperation to develop technologies for processing lignocellulosic waste and residues into renewable fuels.</p> <p>Neste is also exploring novel vegetable oils produced with regenerative agricultural practices. More information is available in the <a href="#">E4 Biodiversity and ecosystems</a> section.</p>	Neste will continue these actions in line with business needs and priorities. Neste's long-term raw material development efforts are centered on studying the potential of forest industry and agricultural waste and residues (lignocellulose) as future raw materials, and on developing technologies to enable their use.
<b>Continuous development in supplier relationships</b>	Neste works to eliminate deforestation, habitat conversion, and other social and environmental negative impacts.	Further information on current actions related to the development in supplier relationships is provided in the <a href="#">S2 Workers in the value chain</a> and <a href="#">G1 Business conduct</a> sections.	Neste will continue developing its supplier due diligence in accordance with upcoming regulations, such as the Corporate Sustainability Due Diligence Directive.

## Metrics

Resource inflows	2025	2024
Overall total weight of products and technical and biological materials used during the reporting period, tons	17,190,000	15,285,000
Biological materials, %	24	25
The absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture Neste's products and services, tons	5,000	2,000
Secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture Neste's products and services, %	0	0

### Reporting principles

The following materials are included in the resource inflow metric:

- Total weight of renewable and fossil raw materials used in production, including co-processed volumes
- Purchased hydrogen used in production
- Natural gas used in production
- Recycled (liquefied waste plastic) raw materials used for production
- Ethanol used in production
- Purchased propane used in production
- Raw materials used for blending.

The metrics described above have not been validated separately by an external third party. Neste uses only renewable raw materials that fully meet the sustainability requirements specified in the legislation in its key markets. Neste further addresses sustainability in its renewable fuel production chain through certifications such as European Commission-approved voluntary schemes like ISCC EU and national verification schemes. All Neste renewable product refineries have EU-compliant International Sustainability and Carbon Certification (ISCC) certificates. The data for resource inflows metrics are collected from Neste's internal source systems. Data in source systems is based on e.g., direct measurement and invoicing.

# Social information

## S1 Own workforce

### Material impacts, risks and opportunities

Neste has identified the following material impacts, risks and opportunities with regards to own workforce:

Working conditions: Health and safety		
<b>Negative impact</b>	Own operations	Hazardous processes in Neste's operations could directly impact own employees' health and safety in the short-term.
<b>Risk</b>	Own operations	Workplace injuries and/or ill-health of Neste's employees can lead to various financial effects from one-off costs to prolonged production disruptions, due to injuries, sick leave costs, and potential safety related process shutdowns. This represents a short-term risk for the company.
<b>Opportunity</b>	Own operations	With a robust safety management system and implementing preventive measures for health and safety hazards, Neste aims to prevent injuries as well as reduce sick leaves and downtimes caused by incidents and accidents. The opportunity primarily applies in the short-term.

Safety is a fundamental prerequisite for Neste's business. In 2025, Neste updated its safety vision, "Creating safety together", to emphasize the actions, skills, expertise and safeguards needed to maintain safe and reliable operations every day. Neste's ambition is to continually prevent fatalities, serious injuries, occupational illnesses, major accidents and compliance incidents across all operations. Achieving this is essential for protecting people, ensuring business continuity and supporting long-term performance.

Safety is an integral part of Neste's values and culture, and is essential for fostering a psychologically safe working environment. Neste's dependence on its own workforce presents both material risk and opportunities concerning employee safety. A robust safety management system can enable the company to prevent and reduce negative impacts on employees working at refineries and other sites. Strong safety awareness and understanding of hazards, risks and opportunities support systematic and effective safety management. All of Neste's own employees are included in the scope of disclosure for this report.

Material negative impacts related to employee health and safety may affect Neste's employees working on production sites, commercial operations, and construction and maintenance projects. These impacts can range

from individual cases to more widespread or systemic issues. Operations in a high-hazard industry requires rigorous and systematic safety management to protect people and the environment, and to safeguard operations, assets, information and brand integrity. Workplace assessments and regular safety reporting help Neste identify and understand these material negative impacts and inform continuous improvement.

### Policies

#### Working conditions

Neste has the following policies, principles and management systems in place to manage impacts, risks and opportunities related to employee health and safety:

The **People Policy** provides a framework for Neste's people processes and practices that support strategy execution and business performance. Neste's values – we care, we have courage, we cooperate – underpin its culture, performance leadership and efficient ways of working. The Policy also sets the company's commitment to providing a safe and healthy workplace. It applies to all Neste Group employees. A public summary is available on Neste's website, and the full Policy is available internally through the Neste Management System.

The foundations of safety excellence and continuous improvement are defined by Neste's **Operations Excellence Policy** and **Operations Excellence Management System (OEMS)**. OEMS consists of the Operations Excellence Policy, Principles and supplementary detailed Standards. The requirements apply to all Neste employees and to anyone working for or representing any business entity within the Neste Group. The objectives of Operations Excellence at Neste are to:

- Prevent fatalities, injuries and incidents
- Ensure effective safeguards that protect people, the environment and property
- Assure employee and contractor health and wellbeing
- Manage product compliance and chemical safety hazards
- Sustain asset integrity and reliable operations
- Optimize resource and energy use
- Ensure product and service quality meets customer needs
- Comply with laws, regulations and permits
- Drive continuous improvement in OEMS implementation.

Neste's OEMS is based on continual improvement and process-based thinking and is aligned with ISO

Standards 9001, 14001 and 45001. The leadership teams of Neste's business areas and functions are responsible for implementing the Policy in daily operations. The implementation of the Policy is monitored through on-site OEMS audits. All organizations in scope of the OEMS undergo internal audits in line with the Continual Improvement Principle, with each Principle (element) audited at least every three years. The Policy is publicly available on Neste's website, while the detailed Principles and Standards are accessible internally in the Neste Management System. The Policy covers impacts, risks and opportunities related to employee safety and defines Neste's approach to preventing workplace accidents.

The **Safety Leadership Principle** sets the minimum requirements and expectations for safety leadership and accountability across Neste. It includes the Life Saving Rules and Stop Work Authority and covers impacts, risks and opportunities related to employee safety. The Principle applies to all Neste employees and to anyone working for or representing any business entity within the Neste Group. It is available internally through the Neste Management System. Members of the Neste Leadership Team are responsible for overseeing its implementation within their respective business areas and functions.

## Human Rights

**The Human Rights Principle** describes Neste's commitment to respect human rights and engage in the remediation of adverse human rights impacts throughout its business operations and value chains. As stated in the Principle, Neste demonstrates and meets this commitment by implementing, and acting in accordance with, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and OECD Guidelines for Multinational Enterprises. Neste respects internationally recognized human rights as set out in the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights) and the principles concerning fundamental rights set out in the ILO Declaration on Fundamental Principles and Rights at Work.

The Human Rights Principle explains how Neste implements an ongoing process of human rights due diligence to identify, prevent, mitigate and account for how it addresses adverse human rights impacts on people. This covers actual and potential human rights impacts that Neste may cause or contribute to through its own activities, or which may be directly linked to its business operations, products or services.

Stakeholder engagement is a key component of Neste's human rights due diligence activities. Neste implements stakeholder engagement as an ongoing process of interaction and dialog with its affected stakeholders, including its own employees, employees of contractors and service providers, supply chain workers, communities and customers. The Human Rights Principle also outlines Neste's approach to remediating adverse impacts. Neste provides access to appropriate and effective remedy by making efficient grievance mechanisms available. Where Neste identifies that it has caused or contributed to adverse impacts, Neste provides for or cooperates in remediation through legitimate processes intended to deliver remedy. Where adverse impacts have occurred that Neste has not caused or contributed to, but which are directly linked to Neste's activities through its business relationships, Neste seeks

to use its leverage to prevent or mitigate the risk of the impacts continuing or recurring.

The Human Rights Principle explicitly addresses trafficking in human beings, forced labour or compulsory labour and child labour. It also specifically addresses discrimination and harassment, and the promotion of equal opportunities and other ways to advance diversity and inclusion. The Human Rights Principle prohibits discrimination on the basis of any grounds, including for example, gender, race, color, ethnic origin, nationality, age, pregnancy, sexual orientation, gender identity, disability, religion or political opinion. This applies to all areas of employment. The Human Rights Principle applies to the entire Neste group and is publicly available on Neste's website.

Major updates to the Human Rights Principle typically include consultation with both internal and external stakeholders. During an external consultation process, Neste seeks recommendations for improvements for example from recognized topic experts, such as human rights NGOs, government representatives and trade union experts. Internally consultation and feedback is gathered broadly within for example Sustainability, Human Resources, Safety, Public Affairs, Compliance and Legal functions.

Neste's **Supplier Code of Conduct**, which includes requirements related to the safety of workers, is described in the [G1 Business conduct](#) section. Requirements related to the human rights of supply chain workers are detailed in [S2 Workers in the value chain](#).

General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

### Processes for engaging with own workers and workers' representatives

Continuous engagement and communication ensure that employees at Neste are informed and consulted. Neste conducts global employee engagement surveys annually to understand how the company's operations impact its employees and to identify expectations for

improvement. These surveys gather direct input from employees on topics such as engagement, strategy, leadership, wellbeing and safety. Employee surveys are used to integrate feedback into decision-making and concrete action plans at every team level. Agreed actions are communicated and monitored across the organization to develop engagement and ways of working. The effectiveness of these actions is assessed, for example, through the employee engagement scores in the next survey cycles. The EVP, People & Culture is accountable for ensuring these engagement activities take place.

At the local level, employee cooperation follows the specific legal and collective-agreement requirements in each country of operation. Neste is committed to complying with applicable local collective agreements. Neste maintains established cooperation bodies in its main operating countries, including Finland, the Netherlands and Singapore. In 2025, a European Works Council (EWC) was established following collaborative negotiations with employee representatives from European countries. The agreement will become effective in March 2026.

Neste's Safety Leadership Principle sets the requirements for engaging the employees in occupational health and safety topics, including work practice development, incident investigation and risk assessments across all operations. Neste conducts OEMS audits to verify fulfilment of these requirements and to assess the effectiveness of related processes and the management system. The President and CEO and members of the Neste Leadership Team oversee the implementation of the Safety Leadership Principle within their respective business areas and functions.

Safety topics are also addressed in regular team safety discussions, which support peer-to-peer learning, sharing of experiences and continuous improvement. Team leaders are responsible for ensuring these discussions take place as required, with organization-level targets set for frequency and coverage. Feedback from team safety discussions is used to strengthen safety management practices and further develop Neste's safety culture.

## Processes to remediate negative impacts and channels for own workers to raise concerns

### Grievance channel

Neste provides mechanisms for employees to raise concerns or grievances without fear of retaliation and is committed to handling issues fairly, confidentially and promptly. The process for reporting and managing grievances and Neste's policies regarding the protection of individuals reporting concerns are described more in detail under [G1 Business Conduct](#). Adverse impacts are remediated by providing and promoting access to grievance mechanisms and complaints channels, and by cooperating in the remediation of the adverse impacts that Neste has caused or contributed to.

### Remediation process for material negative impacts related to employee safety

In addition to general grievance channels, Neste's **Hazard Identification, Risk Assessment and Control Principle** includes processes, Standards and Work Procedures for workers to identify, assess and control workplace hazards. Key common requirements include process hazard analysis, process risk classification, process safety information and work risk management.

Neste applies the hierarchy of controls to guide hazard elimination and control. All Neste's employees and contractors have the authority to use the Stop Work Authority which empowers anyone to stop work and remove personnel from hazardous situations.

Neste's OEMS includes **Emergency Management** and **Crisis Management Principles** designed to ensure that each business has sufficient capability to detect and respond effectively to emergent situations which may affect worker health and safety or the environment. Neste's businesses are expected to meet the requirements of these principles to maintain this capability.

The OEMS **Incident Learning Standard** provides a structured process for reporting hazardous situations, supporting incident learning and identifying improvement actions. When a safety incident or near miss is reported, corrective actions are defined and the effectiveness of these actions is followed up within the responsible organization.

### Targets

Neste's safety targets contribute to the safety-related commitments set out in the Operations Excellence Policy, Safety Leadership Principle and People Policy.

Neste's safety targets have been set in line with Neste's safety vision "Creating safety together", the Operations

Excellence Policy, Safety Leadership Principle and industry best-practices to ensure minimal harm to workforce. The targets are continuous and compared to the company's performance in the previous year. Key performance indicators on total fatalities and total recordable injuries (TRIF) are in accordance with ESRS metrics, while Process Safety Event (PSER) is an entity-specific KPI.

Neste engages in a dialog with its employees to share the safety vision through, for example, "I Act Safe" workshops. Neste incorporates changes, including changing safety targets, tracking performance and identifying lessons or improvements as a result of performance.

### Progress in targets

In 2025, Neste's occupational safety performance (TRIF) 2.1 did not meet the target level (1.8). However, improvements were achieved as TRIF improved from 2.2 in 2024 to 2.1 in 2025. Process safety performance (PSER) was 0.9, which was better than the target level (1.0). PSER performance also improved from 1.3 in 2024 to 0.9 in 2025. Neste's safety performance and performance in targets is monitored monthly, including at Neste Leadership Team and at every Board of Directors meeting. Process and personnel safety targets are part of Neste's short-term incentives, as described in [ESRS 2 General disclosures](#).

## Neste's targets related to health and safety of own workforce

Targets	Key performance indicator	Performance in 2025 <sup>1)</sup>	Performance in 2024 <sup>1)</sup>
Permanent annual safety target of zero fatalities and serious accidents in own operations.	Total fatalities, own employees	0 fatalities	0 fatalities
Long term target to continuously reduce the risk of all accidents and increase the number of Safe Days in own operations.	Process Safety Event Rate (PSER) in own operations <sup>2)</sup>	0.9	1.3
	Total recordable injury frequency (TRIF) in own operations <sup>2)</sup>	2.1	2.2

<sup>1)</sup> Excludes green-field expansion projects where Neste is not responsible for the construction site.

<sup>2)</sup> Includes contractors working on Neste's sites.

## Actions and resources

### Actions

Neste's process for identifying and addressing health and safety matters is in line with its safety vision. The actions described in the adjacent table are continuous and part of Neste's daily operations and practices. Action areas are developed in line with the Operations Excellence Policy and are included in the "Creating safety together" -roadmap. Furthermore, it is ensured that the practices do not cause or contribute to any further impacts on Neste's own workforce. The initiatives are focused on Neste's own workforce, with some additional initiatives aimed at contractors and value chain workers. The effectiveness of the safety processes at Neste is followed through regular monitoring of the safety performance in the organization and OEMS audits in Neste's own operations.

### Expected outcomes

These activities are expected to lead to an enduring culture for safety and effective control of hazards and risks. Through these actions, Neste can improve the proactive identification and mitigation of workplace hazards, and reduce the incidence of injuries. The progress and effectiveness in the actions is monitored through Neste's targets described above.

### Resources to implement actions

Safety-related investments are part of prioritized maintenance operational or capital expenditures to ensure safety and operational reliability, and as such expected to require significant (>50 MEUR) operational and/or capital expenditures. Future financial resources allocated to safety and actions listed above may be subject to individual investment decisions and depend on various internal and external factors.

Action area	Description	Actions in 2025	Planned actions
<b>Prevention of fatalities and serious incidents</b>	Preventing fatalities and serious injuries is the focus of Neste's safety roadmap. Ensuring critical controls are in place, functioning and effective is vital for safe and successful high risk work.	In occupational safety, continued focus was placed on harmonizing the critical controls for three Safe Work Practices and verifying and validating their efficacy in the field.	Planned actions include continuing to harmonize practices for remaining Safe Work Practices according to plans.
<b>Continual improvement of the maturity of Neste's Operations Excellence Management System</b>	Neste's OEMS promotes excellence in process safety, through the design and construction of safe facilities, operations, life cycle asset management and regular inspections.	In 2025, Neste initiated a five-year Process Safety Improvement Program to make impactful and sustainable improvements in process safety group-wide.	Planned actions include executing Process Safety Improvement Program according to workstream goals and objectives.
<b>Investments prioritized to improve safety and reduce risk</b>	Incorporating safety into projects such as investments, change initiatives, and turnarounds remained Neste's focus in 2025. Neste places emphasis on organizational learning to ensure its success in this area. Additionally, strengthening safety protocols, improving hazard identification and risk assessment processes are part of these actions.	These actions are continuous and part of Neste's daily operations and practices, where relevant.	

## Metrics

### Characteristics of Neste's employees

#### Headcount by gender

Gender	2025	2024
Male	3,460	3,830
Female	1,476	1,744
<b>Total employees</b>	<b>4,936</b>	<b>5,574</b>

#### Headcount by Neste's main countries

Country	2025	2024
Finland	2,947	3,439
United States (USA)	771	870
The Netherlands	555	511
Singapore	406	451
Others	257	303
<b>Total</b>	<b>4,936</b>	<b>5,574</b>

#### Headcount by contract type, broken down by gender

	2025			2024		
	Female	Male	Total	Female	Male	Total
Number of employees	1,476	3,460	4,936	1,744	3,830	5,574
Number of permanent employees	1,369	3,016	4,385	1,641	3,294	4,935
Number of temporary employees	35	43	78	36	55	91
Number of non-guaranteed hours employees	72	401	473	67	481	548
Number of full-time employees	1,391	3,361	4,752	1,648	3,733	5,381
Number of part-time employees	85	99	184	96	97	193

#### Headcount by contract type, broken down by region

	2025				2024			
	Europe	Americas	Asia-Pacific	Total	Europe	Americas	Asia-Pacific	Total
Number of employees	3,719	778	439	4,936	4,203	878	493	5,574
Number of permanent employees	3,579	369	437	4,385	4,062	385	488	4,935
Number of temporary employees	75	1	2	78	86	0	5	91
Number of non-guaranteed hours employees	65	408 <sup>1)</sup>	0	473	55	493	0	548
Number of full-time employees	3,535	778	439	4,752	4,010	878	493	5,381
Number of part-time employees	184	0	0	184	193	0	0	193

#### The total number and rate of employees who have left Neste during the reporting period

	2025	2024
The total number of employees who have left Neste during the reporting period	1,125	1,184
The rate of employee turnover in the reporting period, %	22.8	21.2

### Collective bargaining and social dialog

Neste recognizes and respects the employees' rights to organize freely and bargain collectively. In 2025, 71% (2024: 65%<sup>2)</sup>) of Neste employees globally were covered by collective bargaining agreements. In addition to complying with local legal requirements, Neste is committed to respecting the internationally recognized human and labor rights and ensuring fair terms of employment for all employees, as set out in Neste's Code of Conduct and Human Rights Principle.

In the European economic area (EEA), Neste employees are covered by several different collective bargaining agreements.

Coverage rate	Collective bargaining coverage		Social dialog
	Employees – EEA (main countries) <sup>3)</sup>	Employees – Non-EEA (main regions) <sup>3)</sup>	Workplace representation – EEA (main countries) <sup>3)</sup>
0–19%		Americas	
20–39%		Asia-Pacific	
40–59%			
60–79%			
80–100%	Finland, The Netherlands		Finland, The Netherlands

<sup>1)</sup> US: Based on local legislation, no contractual obligation exists to offer the employees specified under this group a minimum or fixed number of working hours per day, week, or month. However, in practice, employees specified under this group have typically worked full-time hours in 2025. <sup>2)</sup> 2024 figure not fully comparable as reporting approach was updated to align with the ESRS in 2025. <sup>3)</sup> Neste's definition of its main countries is presented in the Reporting principles.

## Diversity

Distribution of employees by age group	2025		2024	
	Headcount	Percentage	Headcount	Percentage
Under 30 years old	470	9.5	584	10.5
30-50 years old	3,138	63.6	3,594	64.5
Over 50 years old	1,328	26.9	1,396	25.0

Gender distribution of top management	2025		2024	
	Headcount <sup>4)</sup>	Percentage	Headcount	Percentage
Female	13	28.3	31	33.3
Male	33	71.7	62	66.6

## Health and safety

Health and safety, own employees	2025	2024
Percentage of people in own workforce who are covered by health and safety management system	100	100
Number of fatalities in own workforce as result of work-related injuries	0	0
Number of fatalities in own workforce as result of work-related ill health	0	0
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	0	0
Number of fatalities as result of work-related injuries of other workers working on Neste's sites	0	0
Number of fatalities as result of work-related ill health of other workers working on Neste's sites	0	0
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on Neste's sites	0	0
Number of recordable work-related accidents for own workforce <sup>5)</sup>	22	29
Rate of recordable work-related accidents for own workforce <sup>5)</sup>	2.4	2.8

<sup>4)</sup> Organizational restructuring in 2025 impacts comparability of headcount.

<sup>5)</sup> Excludes green-field expansion projects where Neste is not responsible for the construction site.

## Adequate wages

Based on the assessment done in 2025, all Neste employees receive an adequate wage. This has been confirmed in line with applicable benchmarks as defined in the ESRS, comparing employee salaries in the lowest pay category to the benchmark data on adequate wages. This benchmark data is established either in collective bargaining agreements, national or sub-national legislation or living wage references.

## Social protection

Neste's commitment to social protection is included in its Human Rights Principle. Employees in all Neste operating countries are covered by social protection for sickness, unemployment, injury, disability, parental leave and retirement, through public programs or benefits offered by Neste. In India, the same social protection coverage applies, with the exception that the coverage for unemployment starts after 4.8 years of employment. Compared to 2024, employees in Singapore are now covered by social protection for unemployment through a public program. The coverage of social protection is assessed annually, if any changes occur in the countries where Neste has employees or in the applicable public programs and employee benefits providing social protection.

## Incidents, complaints and severe human rights impacts

Suspected misconducts reported in person or via Neste's externally operated reporting channel Ethics Online to Neste Investigation Group are described under **G1 Business Conduct**. During 2025, four incidents of suspected misconduct related to discrimination or harassment were reported to the Neste Investigation Group. No cases of discrimination or harassment were confirmed. In addition, seven incidents of suspected misconduct related to Neste's own workforce, including cases related to employment matters and inappropriate behavior, were reported to Neste Investigation Group.

No severe human rights incidents (including cases of forced labor, human trafficking or child labor) related to Neste's own workforce were identified during 2025. Neste has not paid significant fines, penalties or compensation for damages related to the remediation of the reported incidents or complaints related to its own workforce in 2025.

## Reporting principles

**Headcount:** The reported headcount reflects the end of the reporting period (31.12.2025) and includes all Neste employees. The headcount typically increases during summer months due to summer trainees. The total headcount compared to previous year has decreased due to organizational change and related change negotiations. Note 8 Employee benefit costs in the Consolidated Financial statements includes the number of personnel in the reporting year. The number in the Financial statements is reported as an average headcount during the reporting year and does not include temporary hourly workers. Neste does not disclose employee figures for the categories 'Other' and 'Not reported' in the Headcount by gender table.

**Main countries:** The main countries presented in the Headcount by Neste's main countries breakdown and Collective bargaining and social dialog coverage include countries where Neste has employees representing at least 10% of its total number of employees, and countries where Neste has production capacity.

**The rate of employee turnover** includes the number of employees who have resigned or left due to dismissal, retirement, death, end of temporary contract or mutual consent divided by the headcount at the end of the reporting period. Leavers due to business transfer are not included.

**Collective bargaining and social dialog:** For determining the coverage rate of collective bargaining and social dialog, Neste personnel in all employee groups have been observed. Top management personnel are not typically included in collective bargaining agreements.

**Diversity:** Top management at Neste includes members of the Neste Leadership Team, members of the Business Area or Function Leadership Teams and the President and CEO of Neste's subsidiary Mahoney Environmental Solutions.

**Incidents, complaints and severe human rights impacts:** Neste reports the number of suspected misconducts reported in person or via the available reporting channels including Ethics Online to the Investigation Group. Neste's process for reporting and handling

grievances is described more in detail under [G1 Business Conduct](#). As the reporting approach for the disclosure has been defined during the reporting year, comparative information is not presented.

**Workplace accidents** are those accidents that occur at work or while performing work duties. Total Recordable Injuries (TRI) includes the recorded accidents at work which result in absence from work, restriction to work, medical treatment or fatality. Reported fatalities include workplace accidents or accidents during work-related travel causing an injury resulting in death within one year of the day of the accident.

**Total Recordable Injury Frequency (TRIF):** The formula for calculating accident frequency (number of accidents at work per million working hours): total number of accidents at work × 1,000,000 / hours worked. Neste's entity specific KPI for TRIF includes contractors working on Neste's sites, while ESRS-metrics related to health and safety refer to Neste's own employees.

**Process Safety Event Rate (PSER)** is the rate of process safety events per million hours worked. It includes PSE1 and PSE2 cases in Neste's own operations. Process safety performance is tracked in accordance with the American Petroleum Institute Recommended Practice 754.

PSE1 (Process Safety Event) is an unplanned and uncontrolled release of any material, including non-toxic and non-flammable materials, from a process resulting in a consequence according to the PSE1 classification.

Possible consequences:

- Injury leading to absence (LWI) or fatality.
- A hospital admission and/or fatality of a third party.
- Fires or explosions with direct costs (excluding loss of production) higher than EUR 100,000.
- An officially declared community evacuation or community shelter-in-place, including precautionary community evacuation or community shelter-in-place.
- An unignited release of material greater than or equal to the threshold quantities described in the American Petroleum Institute (API) Recommended Practice (RP) 754 Table 1, in any 1-hour period.

- Pressure relief discharge / upset emission to atmosphere that exceeds the PSE1 threshold value and has one or more of these consequences: Rainout; Discharge to a potentially unsafe location; An on-site shelter-in-place or on-site evacuation, excluding precautionary on-site shelter-in-place or on-site evacuation; Public protective measures, including precautionary public protective measures.

PSE2 (Process Safety Event) is an unplanned and uncontrolled release of any material, including nontoxic and non-flammable materials from a process, resulting in consequences according to the PSE2 classification.

Possible consequences:

- An employee, contractor or subcontractor recordable injury (RWI, MTC).
- Fires or explosions with direct costs (excluding loss of production) higher than EUR 2,500.
- An unignited release of material greater than or equal to the threshold quantities described in API RP 754 Table 1, in any 1-hour period.
- Pressure relief discharge / upset emission to atmosphere that exceeds the PSE2 threshold value and has one or more of these consequences: Rainout; Discharge to a potentially unsafe location; An on-site shelter-in-place or on-site evacuation, excluding precautionary on-site shelter-in-place or on-site evacuation; Public protective measures, including precautionary public protective measures.

**Hours worked:** The hours worked by the whole personnel and contractors during the period under review. When recording the working hours of contractors, an estimate (e.g. accounting hours) can be used if the accurate number of hours is not known.

The metrics related to the own workforce described above have not been validated separately by an external third party.

## S2 Workers in the value chain

### Material impacts, risks and opportunities

Neste has identified the following material impact with regards to workers in the value chain:

#### Other work-related rights: Forced labor

##### Negative impacts

Upstream

Workers in Neste's upstream supply chains for wastes and residues and third-party workers at Neste refineries may face risks of forced labor. Forced labor in the value chain can severely impact workers by harming their physical and mental health, restricting their freedom, eroding their dignity, and depriving them of basic human rights. Neste is exposed to forced labor risks through its business relationships, particularly in high risk geographies and sectors where forced labor is a systemic issue. These systemic issues present long-term, ongoing risks that necessitate continuous mitigation efforts.

While Neste acknowledges that modern slavery can be found in all countries and industries, the company has identified its renewable products supply chains across Asia as having the highest risks for child, forced and indebted labor, with migrant workers being especially vulnerable to negative impacts. As detailed in Neste's Modern Slavery Statements, the palm oil sector <sup>1)</sup> in Southeast Asia is identified as being particularly high risk, based on the results of ongoing human rights due diligence conducted by Neste from 2016–2025, including collaboration with third-party experts, findings from on-the-ground sustainability audits and labor studies, human rights risk assessments, and collaboration in various multi-stakeholder initiatives. Based on the assessments, these forced labor risks are systemic, pre-existing structural issues, and not caused through Neste's business model or strategy.

In its own operations, Neste has identified construction and maintenance projects at its refineries in Singapore, Rotterdam and Porvoo as being high risk for exploitative practices and forced labor. During such projects, large numbers of third-party construction and maintenance workers temporarily work onsite at Neste's refineries, with numbers peaking during refinery shutdowns, turnarounds and expansion projects. This includes third-party migrant workers who may not be familiar with the local working language, culture, labor standards or legal

requirements, which makes them more vulnerable to labor exploitation. Recognizing these risks and understanding that exploitation is systemic in the construction industry, Neste has proactively adapted its sustainability work to safeguard the rights of third-party and migrant workers on its sites.

#### Policies

The following policies and principles cover the management of material impacts related to forced labor in Neste's upstream value chain:

Neste's **Code of Conduct** applies to the entire Neste Group and contains the key human rights requirements and expectations with which all Neste employees are to comply in their daily work. The Code of Conduct is described more in detail in the [G1 Business conduct](#) section.

The **Human Rights Principle** describes Neste's commitment to respect human rights and engage in the remediation of adverse human rights impacts throughout its business operations and value chains. It explains Neste's approach to implementing the UN Guiding Principles on Business and Human Rights and carrying out ongoing human rights due diligence and stakeholder engagement. The Human Rights Principle sets the standards for a rights-based approach in all of Neste's business decisions.

In accordance with the Human Rights Principle, Neste will not engage in or support the use of any form of forced or child labor, and is committed to identify, assess and address these risks in its global operations and value chains. This includes all situations of exploitation that a person cannot refuse or leave, because of threats, violence, coercion, abuse of power or deception, including, but not limited to trafficking in persons, slavery, servitude, forced marriage, forced labor, compulsory labor, debt bondage, involuntary prison labor, deceptive recruiting for labor or services, and child labor. The Principle also prohibits practices that can lead to forced labor such as document retention, recruitment fees, deceptive practices regarding employment contracts and violations of freedom of movement. The Human Rights Principle is described in more detail in the [S1 Own Workforce](#) section.

Neste's minimum human rights requirements for suppliers are outlined in the **Supplier Code of Conduct**, which references the Universal Declaration of Human Rights and ILO Fundamental Principles and Rights at Work. The Supplier Code of Conduct prohibits child labor and all forms of forced and compulsory labor. It also explicitly requires that all Neste suppliers ensure any recruitment fees and associated costs are not borne by their workers, and that all employees are made aware of the key terms of their employment prior to commitment

to work. These requirements are aimed at reducing the risk of precarious work, in combination with minimum requirements for suppliers to ensure a safe and secure workplace and comply with local labor laws. Neste's supplementary Supplier Code of Conduct Guide for Suppliers specifies that human trafficking is included under Neste's definition of forced labor, and provides further references to specific applicable ILO standards, such as the ILO Minimum Age Convention, 1973 (No. 138). Supplier Code of Conduct is described in more detail in the [G1 Business conduct](#) section.

The **Responsible Sourcing Principle** sets out additional requirements for all Neste's renewable raw material suppliers. The Principle includes Neste's commitment to respect the human rights of all workers and communities in its supply base.

Neste communicates about the above policies on forced labor in various ways, including making policies available on Neste's public website in various languages, implementing mandatory e-learning on policies for Neste employees, and providing training workshops for contractors, suppliers and sub-suppliers. General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

<sup>1)</sup> Neste does not source crude palm oil but uses different palm oil industry residues in the production of renewable fuels.

## Processes

### Ongoing human rights due diligence

Neste conducts ongoing human rights due diligence across its operations and value chains to identify, prevent, mitigate, and, where necessary, remediate risks of forced and child labour. To prioritize its activities, Neste applies a risk-based approach that includes, but is not limited to, value chain mapping, country and sector risk assessments, project-level risk assessments, desk-based research, on-the-ground assessments and sustainability audits, worker voice surveys, and supplier and contractor engagement, pre-screening and self-assessment questionnaires. Due diligence activities are carried out by Neste and/or by credible third party experts on Neste's behalf. Findings are used to inform mitigation actions, strengthen preventive and corrective measures, and monitor effectiveness over time.

Neste's Sustainability organization holds operational responsibility for implementing and tracking human rights due diligence and related stakeholder engagement mechanisms, supported by engagement with expert stakeholders and participation in multi-stakeholder initiatives to address systemic risks and collectively address structural issues within Neste's supply chains.

### Processes for engaging with value chain workers about impacts

Stakeholder engagement, including engagement with workers in the value chain, is a key component of Neste's human rights due diligence. Neste implements stakeholder engagement as an ongoing process of interaction and dialogue with its affected stakeholders in order to hear, understand and respond to their interests and concerns, including through collaborative approaches. Neste takes a proactive approach in identifying affected and potentially affected stakeholders, and the best ways to engage with them or their legitimate representatives,

paying special attention to individuals and groups who may be particularly vulnerable to adverse impacts.

Neste seeks to engage with potentially affected groups early on and before decisions are made, not only when a decision is imminent or a situation is already escalating. Neste seeks to take the perspectives of affected stakeholders into account in its decision-making, and design of prevention, mitigation and remediation actions to address adverse human rights impacts. Neste takes steps to design stakeholder engagement processes that are inclusive, participatory, accessible, transparent, credible, culturally-appropriate, context-specific and gender sensitive. When assessing human rights risks, the company pays special attention to vulnerable groups such as women, children, migrant workers and Indigenous peoples.

Neste engages with value chain workers both directly and through representatives. Examples include:

- **Audiovisual worker voice technology:** Neste has implemented worker voice technology to scale up the number of workers the company engages with in its operations and value chains, and to improve the company's overall understanding of workers' experiences. The technology uses an audiovisual survey to enable direct and anonymous engagement with workers via mobile devices. The surveys are easily accessible for illiterate workers, can be taken in their mother-tongue language, and function even in remote regions without internet access, allowing Neste to engage with even the most vulnerable groups of workers. The technology is used on an ongoing basis throughout the year across Neste's global sourcing regions. The worker voice surveys provide direct insights from value chain workers on a range of topics including but not limited to indicators of forced labor, recruitment fees, children's rights, living wages, inequality, living standards, and issues impacting vulnerable groups

such as young workers, migrant workers, women and workers with disabilities. The insights gathered through these engagements inform the annual human rights saliency assessment, which underpins Neste's human rights policies, and approach to risk mitigation.

- **Sustainability audits:** Neste's sustainability audits cover a range of social criteria and prioritize the assessment of impacts on people, including identifying any signs of forced and child labor. The audits typically include one-on-one interviews with different employee groups, including management, workers with different job profiles, third-party employees and, when possible, union or worker's committee representatives. Sustainability audits are further described in the [G1 Business conduct](#) section.
- **Human rights risk and impact assessments:** Neste conducts targeted human rights risk and impact assessments as needed, based on identified risks, evolving operating contexts, and expansion into new regions or supply chains. These assessments typically include on-the-ground field research and interviews with rights-holders<sup>2)</sup> and/or their legitimate representatives.
- **Engaging with third-party workers on Neste sites:** Neste engages with third-party workers at its refineries through a variety of practices designed to ensure open communication and support. The company prioritizes educating third-party workers on their labor rights during site-entry-permit inductions and social toolbox meetings. These sessions aim to provide a safe space for two-way conversations, allowing workers to voice concerns and discuss social issues directly with Neste representatives. In addition, Neste actively promotes the availability of site-level grievance channels and suggestion boxes, encouraging workers to share feedback and

concerns in a manner that respects their anonymity and safety. Recognizing that migrant workers are a particularly vulnerable group, Neste aims to ensure that key engagement materials are available in the languages most commonly spoken by these workers, for example, site induction pamphlets and posters.

The effectiveness of engagement channels is primarily assessed through direct worker feedback and ongoing monitoring of the number and quality of responses received via different engagement channels.

### Processes to remediate negative impacts and channels for value chain workers to raise concerns

Neste is committed to the remediation of adverse human rights impacts in its business operations and value chains, in accordance with its Human Rights Principle. Neste provides access to appropriate and effective remedy by making efficient grievance mechanisms available to its rights-holders, including at the operational level and site level and seek to ensure that grievances are addressed early and remediated directly.

Where Neste identifies that it has caused or contributed to adverse impacts on the human rights of others, the company provides for or cooperates in the remediation of the adverse impacts through legitimate processes intended to deliver an appropriate and effective remedy. This may include cooperating in good faith in the provision of remedy through state-led mechanisms, such as the OECD national contact points.

Where adverse impacts have occurred that Neste has not caused or contributed to, but which are directly linked to Neste's activities through its business relationships, Neste seeks to use its leverage to prevent or mitigate the risk of the impacts continuing or recurring. This may include supporting the company's business partners

<sup>2)</sup> As defined in Neste's Human Rights Principle, rights-holders are the individuals or social groups whose rights may be impacted by Neste's business activities, operations, products or services. Neste's rights-holders include its own employees, employees of its contractors and service providers, supply chain workers, customers, and the communities who may be affected by Neste and its business partners, including in the supply chain.

in the remediation of those impacts through their own grievance management processes, or support collaboration to provide for non-judicial remediation through third parties.

Neste has established a comprehensive grievance ecosystem. This interconnected network of channels and processes is designed to facilitate the raising, assessment, and resolution of grievances across all its operations and value chains, in accordance with the UN Guiding Principles on Business and Human Rights. A diagram of the grievance ecosystem is publicly available via Neste's Annual Report and website.

Neste takes seriously any allegations that human rights are not properly respected in its business or supply chains, and encourages individuals, communities, business partners or other stakeholders who have reason to believe such activity is taking place to raise their concerns, without fear of retaliation, via Ethics Online. Ethics Online is further described under the [G1 Business conduct](#) section of the report. Ethics Online is available 24/7 and is accessible in multiple languages. Reports can be made anonymously via phone or web service, and can be made by anyone, including value chain workers.

Neste has established procedures for tracking and processing grievances at the group-level, including a cross-functional team that ensures speed and consistency in managing grievance cases and assessing the effectiveness of its actions. The company publicly discloses and tracks the number and type of grievances that have been raised in person or via Ethics Online.

Neste has also established permanent site-level complaints channels at its refineries to address concerns of contracted and subcontracted workers, including migrant workers. These channels, accessible via both suggestion boxes and QR codes on posters discreetly placed around the sites, enable workers to submit anonymous complaints directly to Neste. The posters inform workers of their rights in various languages and use illustrations and simple terminology to encourage them to report situations in which they may be experiencing exploitation. The complaints are received and managed by local committees, who implement remediative actions and assess the effectiveness of these actions

on an ongoing basis. Workers also have the option to report concerns directly to supervisors, or to use Neste's company-wide Ethics Online whistleblowing channel. All channels guarantee confidentiality and protection from retaliation.

Neste maintains a publicly available log of sustainability-related concerns and complaints raised in its renewable raw materials supply chains on its website. This grievance log is updated on a monthly basis to include new grievances, provide status updates on the remediation of existing grievances, and track the effectiveness of the remedial actions taken. Reports documented in the grievance log may involve cases of forced labor or severe human rights issues. Descriptions of the nature of such cases are provided within the log. The log also encompasses cases of actual or suspected non-compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises that involve value chain workers. Descriptions of the nature of such cases are provided within the log.

Neste encourages its suppliers to put in place appropriate complaints channels and grievance mechanisms that workers can use to report actual or suspected cases of human rights violations, and have transparent processes for receiving and following up on reports. This is outlined in the Supplier Code of Conduct Guide for Suppliers and included as a regular topic in Neste-led capacity building sessions for its renewable raw materials suppliers. Neste uses worker voice technology and in-person interviews conducted during sustainability audits to assess whether value chain workers are aware of and trust the grievance channels in their workplace as a way to raise their concerns and have them addressed. Neste believes that close engagement and collaboration with contractors on its sites and raw material suppliers provides it the best opportunities to advance human rights and proactively mitigate forced and child labor risks within company supply chains. Neste therefore engages regularly in capacity building with its suppliers and contractors.

Neste reports annually on the percentage of human rights and labor violations identified through its sustainability audits, and the percentage and type of complaints reported via its site-level We Care Channels. Certain cases may be further detailed in Neste's annual Modern Slavery Statement to provide additional context and transparency.

Neste addresses adverse sustainability impacts once the company becomes aware of them, including any adverse human rights impacts, as further detailed under the description of Neste's remediation process below, a key part of its due diligence process. Remediation takes place in cases where adverse impacts are identified. The company's primary means of action is engagement and cooperation with its suppliers and contractors to remedy issues. This is because Neste seeks to prioritize the wellbeing of those whose rights have been harmed, and ending purchases does not resolve problems or provide access to remedy for affected rights holders. Remediation activities include:

- Conducting a thorough and impartial investigation and depending on the severity of the impact, selecting the course of action (e.g., supplier engagement, audits by the company's own local sustainability specialists or a third-party auditor).
- Implementing immediate actions to address any urgent or critical issues identified during the investigation.
- Requiring a detailed plan with a timeline for corrective actions from the supplier.
- Cooperating with the supplier and other stakeholders to help develop their operations, practices and processes, perform necessary corrective actions, and monitor the outcomes.
- Monitoring and reporting on the progress online via Neste's log of renewable raw material supply chain grievances.
- Ending purchases if Neste does not see adequate progress or if the supplier loses relevant certifications.
- Reviewing, improving and adjusting the company's processes where needed.

## Targets

As part of its sustainability vision, Neste aims to ensure that people across its value chain can work with dignity, guided by 2030 goals on responsible recruitment, living wages, children’s rights, and reducing inequality. Neste is committed to implement and sustain comprehensive sustainability due diligence across its own operations and supply chains in line with Corporate Sustainability Due Diligence Directive requirements. Neste does not have a separate measurable, time-bound target related to human rights-related issues in the value chain but does track the effectiveness of its policies and actions with e.g., an entity-specific Key Performance Indicator (KPI) of Human Rights Due Diligence carried out for key business areas/functions. The scope of the KPI is focused on Neste’s upstream and own activities. The KPI has not been validated by an external third party.

## Actions and resources

### Actions

The adjacent table outlines key actions undertaken during the reporting year to identify, assess, and address human rights risks, including forced and child labor,

Key performance indicator	Performance in 2025	Performance in 2024
Human Rights Due Diligence carried out for key business areas/functions (amount and description) <sup>1)</sup>	<p>Four major assessments/initiatives undertaken in 2025:</p> <ul style="list-style-type: none"> <li>• Corporate-wide assessment to review Neste’s salient human rights issues and mitigation actions.</li> <li>• Collaboration with third-party experts to conduct three on-the-ground human rights risk assessments, focused on salient issues in Neste’s high risk supply chains.</li> <li>• Human rights due diligence maturity assessments completed for Neste’s offices, owned pre-treatment facilities, and ground transportation.</li> <li>• Living wage gap assessments completed for Neste’s own employees globally.</li> </ul>	<p>Four major assessments/initiatives undertaken in 2024:</p> <ul style="list-style-type: none"> <li>• Corporate-wide assessment to review Neste’s salient issues and mitigation actions.</li> <li>• Human rights impact &amp; risk assessment completed for the potential construction and operation of a new unit at Porvoo refinery.</li> <li>• Human rights due diligence assessments completed for Neste-owned terminals in Finland, Rotterdam and Baltics.</li> <li>• Living wage gap assessments completed for Neste’s own employees globally.</li> </ul>

<sup>1)</sup> See description of Human Rights Due Diligence process under ‘Processes’.

across Neste’s value chain. These represent selected examples of Neste’s human rights due diligence activities and do not cover all actions taken. Additional measures are described in the processes and targets sections above, which outline Neste’s ongoing human rights due diligence, including risk identification and assessment, supplier engagement and monitoring, rights-holder engagement, capacity-building and grievance management. Further information on supplier and contractor pre-screening and continuous monitoring processes is provided in the [G1 Business conduct](#) section.

### Expected outcomes

Through these actions, Neste aims to ensure respect for human rights and mitigate the risk of forced labor across the value chain. In addition, these actions support improving social and environmental conditions in the supply chain and enhance supplier sustainability performance over the short and medium term. The actions are also relevant in ensuring compliance with the Supplier Code of Conduct requirements for environment, social, business conduct, safety and human rights issues.

The progress in these actions is monitored e.g., by the human rights due diligence KPI presented above.

### Resources to implement actions

Implementation of the actions reported above did not require significant (> 50 MEUR) financial resources during the reporting year, and is not expected to require such resources in the future.

Action area	Description	Actions in 2025	Planned actions
<b>Human rights saliency assessment</b>	Annual saliency assessment to evaluate actual and potential human rights impacts along the value chain, based on severity and likelihood. As part of the assessment, Neste also evaluates the effectiveness of current prevention and mitigation actions.	Saliency assessment reviewed and updated in 2025, based on information gathered through discussions with internal and external experts, findings from sustainability audits, third-party human rights and labor assessments in Neste’s supply chains, topics raised through Neste’s grievance channels, and other ongoing human rights due diligence activities.	Continued annual review and update of Neste’s human rights saliency assessment.
<b>Human rights risk and impact assessment</b>	Targeted human rights risk and impact assessments conducted to deepen Neste’s understanding of specific human rights risks in selected operations, sourcing regions or supply chains. Findings inform preventative and corrective actions, and strengthen ongoing due diligence and mitigation efforts.	<p>Collaboration with third-party experts to conduct three on-the-ground human rights risk assessments in high-risk supply chains, focusing on salient issues and engagement with workers, suppliers, and local communities. Following the assessments, third-party experts facilitated a workshop to provide capacity building, recommendations, and action planning for Neste teams.</p> <p>In 2025, Neste collaborated with its supplier Golden Agri-Resources (GAR) and independent experts to assess human rights risks at third-party mills in Riau, Indonesia, beyond Neste’s first tier of sourcing. The assessments covered maturity of mill policies and practices on various issues including forced labor, child labor and fair recruitment, and were followed by capacity-building sessions with mill management to strengthen due diligence and implement corrective actions.</p>	Continued human rights risk and impact assessments conducted as needed, based on identified risks, evolving operating contexts, and expansion into new regions or supply chains. Integration of findings from assessments into ongoing Neste risk-based due diligence and prevention and mitigation actions.

# Governance information

## G1 Business conduct and compliance

### Material impacts, risks and opportunities

Neste has identified the following material impacts and risks with regards to the company's business conduct:

Compliance		
<b>Positive impact</b>	Across the value chain	Neste's commitment to ethical business practices has a positive impact on stakeholders of the company. Neste's Code of Conduct sets the framework for the company's global business operations and establishes the ethical practices to guide every Neste employee in their day-to-day business tasks and in interactions with customers, suppliers, other business partners and stakeholders. The impact applies across short- to long-term time horizons.
<b>Risk</b>	Across the value chain	Unethical behavior or breaches of Neste's Code of Conduct, or applicable legislation or regulations can lead to adverse legal, financial and/or reputational consequences for Neste. The risk applies across short- to long-term time horizons.
Management of relationships with suppliers		
<b>Positive impact</b>	Upstream	As stated in Neste's Code of Conduct and Sustainability Policy, Neste is committed to following the guidance by the UN Guiding Principles on Business and Human Rights (UNGPs) and OECD Guidelines for Multinational Enterprises in its sourcing activities. Through these commitments, Neste drives e.g., improved working conditions, ethical business practices and safety in its supply chain. This impact applies across short- to long-term time horizons and is particularly relevant to Neste's renewable and recycled raw material sourcing.

Neste's commitment to ethical business conduct is an integral part of the company's long-term value creation and maintaining its license to operate. This is especially relevant considering Neste's operating sector and its global supply chains.

As part of its sustainability vision, Neste aims to drive a safe and healthy workplace, fair labor practices and increased commitment to sustainability across the supply chain. Neste's commitments to business conduct depend not only on its own people but also on selecting business partners who share the company's commitments. In addition to the material positive impact identified related to the management of relationships with suppliers, relevant impacts, risks and opportunities in Neste's upstream value chain are also disclosed in for example, [E4 Biodiversity and ecosystems](#), [E5 Resource use and circular economy](#) and [S2 Workers in the value chain](#).

### Compliance

#### Policies

Neste's **Code of Conduct** sets the framework for the company's global business operations. The Code of Conduct is approved by the Board and applies to the entire Neste Group. It contains the company's main principles and key requirements for all Neste employees to comply with in their daily work, as well as in interactions with customers, suppliers and other business partners and stakeholders. It also contains references to more detailed requirements and guidance in other governing documents. Neste management is responsible for ensuring the implementation of the Code of Conduct, supported by Neste's Compliance Function.

The Code of Conduct references several international frameworks. In line with the United Nations Guiding Principles on Business and Human Rights, Neste respects internationally recognized human and labor rights as laid out in the International Bill of Human Rights and the International Labour Organization (ILO) Declaration on

Fundamental Principles and Rights at Work. Neste is also committed to upholding and implementing the ten principles of the UN Global Compact, to which the company is a signatory. The Code of Conduct is publicly available for Neste's stakeholders. Raising awareness of and training in the Code of Conduct and its topics are central elements of the Neste compliance program. Neste regularly communicates internally on compliance-related topics and trains its employees through both e-learning courses and in-person training. Selected compliance topics are trained annually based on a yearly action plan. The Code of Conduct e-learning is part of the new employee onboarding and is also regularly updated and assigned to the organization, most recently in 2025. All members of Neste Board of Directors have also completed the Code of Conduct e-learning.

The Compliance Function, headed by the Chief Compliance Officer, regularly reports on compliance activities to the Neste Leadership Team and the Audit Committee. Neste also has an Ethics and Compliance Committee, which oversees and steers the management of the

ethics and compliance program in Neste. Compliance topics and risks are also regularly reported and managed on a Business area and Function level.

As stated in the company's Code of Conduct, Neste has zero tolerance of corruption and bribery of any kind in connection with Neste's operations, whether committed by Neste employees or third parties acting on behalf of Neste. Neste's **Anti-Corruption Principle** sets the rules for preventing corruption in connection with Neste's business operations and provides more detailed guidance on responsible business practices. The Principle applies to all Neste employees and to anyone working for or representing any business entity within the Neste Group. The principle is consistent with the United Nations Convention against Corruption. The Anti-Corruption Principle and related guidance is internally available in Neste's global intranet and further communicated and trained via an anti-corruption e-learning assigned to all office workers, targeted trainings and via regular newsletters. Neste management is responsible for ensuring the implementation of the Anti-Corruption

Principle, supported by Neste's Compliance Function.

Risks of corruption and bribery are typically treated as inherent risks in the oil and gas sector due to its global nature, contractual relationships with local governments, and involvement in complex networks with various suppliers and contractors. As a preventive measure, Neste has developed a compliance program which includes policy statements (Code of Conduct, Anti-Corruption Principle), dedicated e-learning packages, an annual compliance acknowledgment, regular communication and Ethics Online for the reporting of suspected misconduct. Neste's counterparties are required to comply with the Supplier Code of Conduct and/or their own equivalent principles and undergo a compliance clearance and counterparty risk assessment. As stated in the Code of Conduct, Neste has processes in place to carry out due diligence on its business partners. The compliance clearance and counterparty risk assessment covers the following risks: trade sanctions; politically exposed persons; money laundering; corruption and bribery.

Employees are encouraged and required to report their concerns, or observed or suspected violations of Neste's Code of Conduct or Anti-Corruption Principle to their own manager, Neste's HR, and the Compliance or Internal Audit functions. The Code of Conduct e-learning course includes guidelines on how to report observed or suspected violations of Neste's Code of Conduct, other Neste policies or principles or applicable legislation or

regulations. In addition to other reporting channels, Neste has an externally operated misconduct reporting system, Ethics Online, available to all Neste's internal and external stakeholders, including various actors in its supply chains. Ethics Online serves as a grievance mechanism and enables Neste's stakeholders to anonymously raise concerns related to alleged misconduct in Neste's operations. The Ethics Online can be used by phone or via the website. To assess the effectiveness of Neste's reporting channels, the number of reports submitted through the channels is followed regularly. Neste may seek feedback from its employees on the channels, for example, through employee engagement surveys.

Neste's Investigation Group is responsible for evaluating and investigating reported cases in a professional, objective, confidential and prompt manner. The Investigation Group will decide on the investigation lead and approach to investigate depending on the nature of the reported allegation and/or concern. All investigations shall be impartial, unbiased and based on fact finding and managed by appropriate resources. Upon need and depending on the nature of the investigation, Neste Investigation Group regularly retains independent external forensic and/or legal expertise to conduct the investigation. Misconduct investigations and their outcome are regularly reported to Neste's Ethics and Compliance Committee and to the Audit Committee.

### Key performance indicator

Code of Conduct e-learning completion rate

### Performance in 2025

By the end of the reporting year, 99% of all active employees completed the Code of Conduct e-learning revision in 2025

Neste has a strict non-retaliation policy for concerns reported in good faith. Neste's main principles and process followed in internal misconduct investigations is described in the Company's internal Misconduct Investigation Standard. The Standard is aligned with the Directive (EU) on the protection of persons who report breaches of Union law (2019/1937).

General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the [ESRS 2 General disclosures](#) section of this report.

### Targets

Neste does not have a separate measurable, time-bound target related to compliance, but does track the effectiveness of its policies and actions via certain indicators. As a key performance indicator, Neste tracks the percentage of active employees who have completed the Code of Conduct e-learning updated and assigned to the organization in 2025. Neste's ambition is that all active employees complete this training by the end of the reporting year. Neste has not defined a separate base year for the key performance indicator.

### Actions

Neste's compliance program is implemented via awareness raising of and training in the Code of Conduct and its topics. Neste regularly communicates internally on compliance-related topics and trains its employees through diverse training activities. Selected compliance topics are trained annually based on a yearly action plan. Compliance risk assessments are carried out annually to support the risk-based approach and to guide the compliance efforts, risk prevention and mitigation actions in the organization.

Action area	Description	Actions in 2025	Planned actions
<b>Implementation and development of Neste's compliance program</b>	<p>Neste's compliance policies, principles and standards are updated regularly and form the basis of Neste's compliance program. They are implemented through communication and training. As part of this, Neste regularly communicates internally on compliance-related topics and trains employees through both e-learning courses and targeted in-person and virtual training. The target groups for the trainings are based on role and risk level.</p> <p>Neste constantly develops its compliance program with special efforts in the defined key focus areas: competition law compliance; anti-corruption; trade sanctions; privacy and anti-money laundering.</p>	<p>As part of the continuous training efforts, two e-learning courses were revised and assigned in 2025:</p> <ul style="list-style-type: none"> <li>Trade Sanctions e-learning for a defined group of approximately 2,500 employees with a completion rate of 99%;</li> <li>Code of Conduct e-learning for approximately 4,800 employees.</li> </ul> <p>To enhance awareness, Neste organized in 2025 its first ever Compliance days awareness campaign, focusing on the Code of Conduct, anti-corruption, privacy and competition compliance.</p> <p>In addition, regular compliance communication was shared via various channels, including Compliance Hub channel and global intranet. In 2025, this communication covered topics such as privacy, trade sanctions, Code of Conduct and gifts and hospitality rules.</p>	Neste plans to continue compliance program implementation and development actions similarly in the future.

### Expected outcomes

Neste's compliance program implementation and development actions aim at raising awareness on compliance topics and requirements among Neste's personnel and making sure all employees act in accordance with applicable legislations, regulations and Neste's compliance policies and principles in order to prevent compliance breaches or misconducts.

### Resources to implement actions

Implementation of these actions did not require significant (> 50 MEUR) financial resources during the reporting year, and is not expected to require such resources in the future.

### Metrics

	2025	2024
<b>Number of suspected misconducts reported in person or via the whistleblowing system to the Investigation Group</b>	Number of suspected misconducts reported in person or via the available reporting channels including Ethics Online to the Investigation Group was in total 25 (2 reports concerning same issue) of which employment matters 6 reports, conflict of interest 3, inappropriate behavior 1, supplier/business partner misconduct/unethical behavior 4, discrimination and harassment 4, misuse of sensitive information 4, fraud 1, bribery, corruption, facilitation payment 2. Misconduct by Neste employees confirmed in 4 cases, related to conflict of interest, misuse of sensitive information, breach of internal rules, or inappropriate behavior. All leading to further actions and/or process improvements. 1 investigation is pending. The confirmed cases of employee misconduct were not related to corruption, bribery or facilitation payments. Renewable raw material Supply chain related external grievances are reported separately by the Sustainability team on Neste's website.	Number of suspected misconducts reported in person or via the available reporting channels including Ethics Online to the Investigation Group was in total 57 (numerous reports concerning same issue) of which employment matters 21 reports, health & safety 7, conflict of interest 7, inappropriate behavior 5, supplier/business partner misconduct/unethical behavior 5, discrimination and harassment 3, misuse of sensitive information 3, other 2, fraud 1, unethical conduct towards clients/suppliers/ business contacts 1, theft, asset misuse, embezzlement 1, bribery, corruption, facilitation payment 1. Misconduct by Neste employees confirmed in 9 cases, related to conflict of interest, attempted fraud, misuse of sensitive information, breach of internal rules, leadership behaviour and/or inappropriate behavior. All leading to further actions and/or process improvements. 1 investigation is pending. The confirmed cases of misconduct were not related to corruption, bribery or facilitation payments. Renewable raw material Supply chain related external grievances are reported separately by the Sustainability team on Neste's website.

### Management of relationships with suppliers

#### Policies

Neste requires all its suppliers and other business partners to comply with applicable laws and expects them to follow equivalent ethical business standards as stated in the Code of Conduct, further described in Neste's **Supplier Code of Conduct**. The Supplier Code of Conduct outlines the basic requirements Neste expects its suppliers and their first tier suppliers, contractors and business partners to adhere to and implement throughout their

businesses. Neste aims to include the Supplier Code of Conduct in the contract terms for suppliers, contractors and other business partners participating in the supply of raw materials, products, components, materials or services to Neste. Companies consolidated through mergers and acquisitions are also expected to implement Neste's Supplier Code of Conduct in their sourcing. The Supplier Code of Conduct includes requirements on compliance with laws and regulations, business conduct, human and labor rights, occupational health, safety and security and environmental impact and climate change. It references the Universal Declaration of Human Rights

and the fundamental rights in the eight core conventions of the International Labor Organization.

The Supplier Code of Conduct is publicly available on Neste's webpages in several languages. Neste carries out training and provides a guide with practical recommendations to support the implementation and help its suppliers meet their obligations to comply with the Supplier Code of Conduct.

Additionally Neste requires all its renewable raw material suppliers to comply with Neste's **Responsible Sourcing Principle**. The requirements of the Responsible Sourcing Principle are described more in detail in the

**E5 Resource Use** section. The Supplier Code of Conduct and related principles are a key tool for enhancing the positive impact Neste aims to achieve throughout its value chain.

General governance, including the highest level of accountability for policies, and stakeholder engagement related to policy implementation are described in the **ESRS 2 General disclosures** section of this report.

## Targets

Neste is committed to implement and sustain comprehensive sustainability due diligence across Neste's own operations and supply chains in line with Corporate Sustainability Due Diligence Directive (CSDDD) requirements. Specific targets in line with the European Sustainability Reporting Standard and the CSDDD requirements may be developed where relevant.

Neste's sustainability due diligence process is a key element in addressing material impacts and implementing its policy commitments related to the management of relationships with suppliers. Neste's sustainability due diligence process covers renewable, recycled and fossil raw material suppliers, and includes country risk assessment, supplier due diligence and audits, supplier engagement and grievance investigations.

As a key performance indicator, Neste tracks percentages of business partners who have committed to Neste's minimum sustainability requirements covered in the Supplier Code of Conduct or equivalent as detailed in the adjacent table. Neste expects all its suppliers and other business partners to comply with applicable laws and to follow equivalent ethical business standards as stated in the Code of Conduct, further described in the Supplier Code of Conduct. Neste has not defined a separate base year for the key performance indicator.

## Actions

Key actions related to the management of relationships with suppliers are described below:

**Risk assessment in supply chains:** A key element in understanding the sustainability risks in the company's supply chains is assessing country risks. Neste

uses a bespoke, industry-leading country risk assessment methodology from Verisk Maplecroft to identify high sustainability risk countries or geographical areas in which it operates and has raw material supply chains. The country risk assessment allows Neste to effectively prioritize its activities by identifying the most significant sustainability risks in certain countries or geographical areas.

**Conducting sustainability due diligence:** Assessing sustainability risks in the company's supply chains begins before agreements have been signed or raw materials, products, components, materials or services are delivered. To ensure its suppliers' compliance with the Supplier Code of Conduct, Neste performs systematic controls for counterparty screening and monitoring, during which potential business partners undergo automated screening. Counterparties are screened for economic sanctions and similar compliance issues and selected ethical concern categories in third-party enforcement databases and major news outlet sources. All Neste's raw material suppliers and selected contractors are subject to additional sustainability due diligence. Neste uses a risk based approach to determine the type of assessment, which can include desktop reviews, the mapping of supply chains and operations, supplier engagement and sustainability audits. The risk-based approach uses country risk as one element of the risk assessment. Knowing the origin of raw materials is a fundamental supplier requirement. Where possible, the aim is to gain visibility throughout the raw material supply chain, including Neste's suppliers' suppliers.

**Renewable raw materials sourcing:** Neste requires all its renewable raw material suppliers to comply with

the Supplier Code of Conduct and Responsible Sourcing Principle. All Neste's renewable raw material suppliers are also subject to sustainability due diligence, as stated in Neste's Supplier Sustainability Approval Principle. The principle applies globally to any Neste company establishing a business relationship with a supplier of renewable raw materials. It sets the minimum sustainability requirements for approving suppliers through a five-step process, including raw material evaluation, risk assessments, counterparty screening, a sustainability review and audits. The Principle is available internally.

Neste verifies suppliers' compliance with Neste's Supplier Code of Conduct with the sustainability review, encompassing a range of topics such as governance, labor standards and practices, human rights, the environment, health and safety. The company continues commercial negotiations only with approved parties that meet its sustainability requirements. The validity period of the sustainability approval for a supplier is three or five years, depending on, e.g., country risk, raw material volumes supplied to Neste and the outcome of the sustainability review. Once the validity period expires, the supplier undergoes a new review.

**Liquefied waste plastics sourcing:** Neste requires its liquefied waste plastic suppliers to fulfill the requirements in the Supplier Code of Conduct and only accepts liquefied waste plastic that is traceable and complies with the ISCC Plus certification requirements. Suppliers with whom Neste has an established and ongoing business relationship are subject to sustainability due diligence.

**Crude oil and other fossil raw material sourcing:** The due diligence process for the company's crude oil and other fossil raw material suppliers includes a country risk assessment and a counterparty screening. Neste also conducts a sustainability review of all new suppliers based on publicly available information regarding topics outlined in the Supplier Code of Conduct, suppliers' climate and environmental commitments, and crude oil production-specific issues such as flaring and spills. The sustainability review is renewed for fossil raw material suppliers every three years.

**Indirect procurement:** Neste's indirect procurement activities include the sourcing, purchasing as well as contract and supplier management of goods and services that are not included in the sourcing and delivery of crude oil and other fossil raw materials or renewable and recycled raw materials. In addition to the automated counterparty compliance screening, Neste has carried out category and supplier specific risk assessments to enhance its understanding of the sustainability risk in Neste's indirect procurement supply chains. Neste has completed Sedex self-assessment questionnaires for its refineries in Porvoo, Rotterdam and Singapore, allowing the company to thoroughly assess gaps in its management systems and human rights due diligence. See [S2 Workers in the value chain](#) section for a more detailed description of Neste's processes for engaging with value chain workers about impacts.

**Sustainability audits:** Neste carries out audits to mitigate sustainability risks in its supply chains. When selecting suppliers to be audited, special attention is paid to suppliers, raw materials or countries with the highest sustainability risks. The sustainability audits are conducted either by Neste's own local sustainability specialists or a third-party auditor. Where possible, the company also conducts audits on its suppliers' suppliers (second-tier suppliers or even beyond). After the audit, Neste follows up cases of non-compliance and requires its suppliers to remediate significant open issues within a specified timeframe. The main purpose of Neste's sustainability audits is to verify that its suppliers comply with Neste's Supplier Code of Conduct and local regulatory requirements. Neste's Sustainability Audit Standard sets out the overall requirements for sustainability audits at Neste, which include a social scope, and is regularly benchmarked against globally recognized methodologies such as SMETA and SA8000.

**Capacity building:** Neste understands that due diligence processes and sustainability audits alone are insufficient for a positive impact in its value chain. The company therefore engages regularly in capacity building

Key performance indicator	Performance in 2025	Performance in 2024
Business partners who have committed to Neste's minimum sustainability requirements covered in the Supplier Code of Conduct or equivalent <sup>1)</sup>	100% of the renewable and recycled raw material volumes 93% of crude oil and fossil raw material volumes 92% overall indirect contracted spend	100% of the renewable and recycled raw material volumes 81% of crude oil and fossil raw material volumes 91% overall indirect contracted spend

<sup>1)</sup> After the assessment of the supplier's or business partner's own policies and principles, Neste may agree that compliance with their own code of conduct is sufficient for the purpose of complying with Neste's Supplier Code of Conduct.

with its suppliers. Neste regularly organizes training sessions and workshops on topics such as the Supplier Code of Conduct requirements, sustainability policy development, due diligence, traceability and grievance management. The company is also committed to training its employees on its policies. To support implementation across its business, Neste provides an e-learning to train relevant Neste employees on the Supplier Code

of Conduct requirements, while also providing live training sessions for selected Neste teams, led by the company's human rights and sustainability specialists.

**Grievances and concerns in the supply chain:** Neste investigates all complaints and allegations of suspected sustainability violations. This includes any suspected breaches of the Supplier Code of Conduct or the Responsible Sourcing Principle. Engagement and

cooperation with the company's suppliers and contractors are its primary ways of addressing any grievances and concerns. Ending purchases does not necessarily solve the problem, while by working with the suppliers, Neste can work for improvements. If the sustainability criteria or contractual requirements included in contracts have been verifiably breached, their nature is considered serious, and progress to resolve those issues

is not made in a reasonable time, Neste will terminate its contract with the supplier or contractor in question. See [S2 Workers in the value chain](#) section for a more detailed description of Neste's processes to remedy negative impacts and ensure grievance mechanisms are available for value chain workers to raise concerns.

Action area	Description	Actions in 2025	Planned actions
<b>Risk assessment in supply chains</b>	Neste maintains an up-to-date country risk categorization based on country risk indices such as ethical business practices, human and labor rights, health and safety, and the environment. The categorization also includes a list of no-go countries and regions based on regulatory and risk considerations such as trade sanctions.	As part of the annual review, Neste updated its country risk categorization. Furthermore, the company enhanced its risk-based approach to sustainability due diligence, aligning it with strategic priorities and ensuring that focused actions target highest-risk suppliers and countries.	Neste plans to strengthen its risk-based approach across the company to focus on most salient sustainability risks.
<b>Conducting sustainability due diligence</b>	All Neste's raw material suppliers are subject to additional sustainability due diligence.	<p>New renewable raw material suppliers that were evaluated using sustainability criteria: 100%</p> <p>New recycled raw material suppliers that were evaluated using sustainability criteria: 83%</p> <p>New fossil raw material suppliers that were evaluated using sustainability criteria: 100%</p> <p>Number of sustainability audits conducted: 36</p>	<p>Neste will continue developing its supplier due diligence in accordance with upcoming regulations, such as the Corporate Sustainability Due Diligence Directive.</p> <p>The company also plans to further integrate sustainability into indirect procurement activities and continue to work proactively to promote respect for labor rights across its production sites.</p>
<b>Supplier engagement</b>	Engagement and cooperation with Neste's suppliers is the company's primary way to drive a positive impact in its supply chain.	<p>In 2025, key actions included targeted supplier training on the Neste Supplier Code of Conduct and proactive measures for mitigating deforestation risks.</p> <p>Furthermore, Neste collaborated with third-party experts to conduct three focused risk assessments covering the most salient human rights issues in its high risk supply chains, with more information available in <a href="#">S2 Workers in the value chain</a>.</p> <p>Neste, a founding member of the Siak Pelalawan Landscape Programme, continues to invest in the programme's second phase to support sustainable palm oil production in Riau, Indonesia.</p>	Neste will continue supplier engagement based on a risk-based approach.
<b>Grievances and concerns in the supply chain</b>	Neste monitors grievances or shortcomings in its supply chains through concerns raised by stakeholders, regular audits and assessments, laboratory tests, engagement with its suppliers as well as through its third party partners.	Neste updates its raw material grievance log on the company's webpage monthly to include new grievances as well as provide status updates on the remediation of existing grievances. Further information on Neste's remediation process is provided in <a href="#">S2 Workers in the value chain</a> .	Neste continues to take seriously and investigate all complaints and allegations of suspected sustainability violations. This includes any suspected breaches of the Supplier Code of Conduct or Responsible Sourcing Principle.

### Expected outcomes

Through these actions, Neste aims to improve social and environmental conditions in the supply chain and enhance supplier sustainability performance over the short and medium term. The actions support compliance with the Supplier Code of Conduct requirements for environment, social, business conduct, safety and human rights topics. The progress in these actions is monitored by the Supplier Code of Conduct KPI presented above.

### Resources to implement actions

Implementation of the actions reported above did not require significant (> 50 MEUR) financial resources during the reporting year, and is not expected to require such resources in the future.

### Reporting principles

**Code of Conduct e-learning completion rate** (entity-specific metric): Completion rate of the Code of Conduct e-learning revised in 2025 is reported as the share (%) of active employees who have completed the e-learning by the end of the reporting year.

The completion rate of the e-learning disclosed under Compliance Actions is calculated based on the number of employees who have been assigned the training. As the topic of the e-learning varies annually, comparative information for the completion rate is not provided.

**Number of suspected misconducts** (entity-specific metric): Neste reports the number of suspected misconducts reported in person or via the available reporting channels including Ethics Online to the Investigation Group. Neste's process for reporting and handling grievances is described more in detail under the Compliance Policies section.

**Supplier Code of Conduct coverage** (entity-specific metric): The share of renewable and recycled raw material volumes and crude oil and fossil raw materials volumes covered by Neste's Supplier Code of Conduct or equivalent is calculated based on the volumes delivered to Neste during the reporting year. The share of the Supplier Code of Conduct coverage for indirect procurement is calculated based on spend.

**New renewable, recycled or fossil raw materials suppliers that were evaluated using sustainability criteria** (entity-specific metric) is calculated based on the number of new raw material suppliers that were approved or declined during the reporting year. The sustainability criteria used in the evaluation is described in the Actions related to Supplier relationship management. As the definitions of the metrics have changed compared to previous reporting years, comparative information is not presented.

**The number of sustainability audits** (entity-specific metric) includes audits of renewable and recycled raw material suppliers, terminal audits, and contractor audits, where conducted during the reporting year.

An external third party has not validated the KPIs and metrics described above.

## Appendixes

### Statement on due diligence

<b>Core elements of due diligence</b>	<b>Sections in the Sustainability statement</b>	<b>Page</b>
<b>a) Embedding due diligence in governance, strategy and business model</b>	S2 Workers in the value chain	130–131
	G1 Business conduct	134–139
<b>b) Engaging with affected stakeholders in all key steps of the due diligence</b>	ESRS 2 General disclosures	94–95
	S1 Own workforce	124
	S2 Workers in the value chain	131
<b>c) Identifying and assessing adverse impacts</b>	ESRS 2 General disclosures	92–93
	S1 Own workforce	123–125
	S2 Workers in the value chain	130–131, 133
	G1 Business conduct	137–139
<b>d) Taking actions to address those adverse impacts</b>	S1 Own workforce	124–126
	S2 Workers in the value chain	131–133
<b>e) Tracking the effectiveness of these efforts and communicating</b>	S1 Own workforce	124–126
	S2 Workers in the value chain	131–133

## Disclosure Requirements in ESRS covered by Neste's Sustainability statement

The following table lists all ESRS disclosure requirements in ESRS 2 and the seven topical standards which are material to Neste and included in the Sustainability statement. Neste omits all disclosures related to topical standards E3 Water and marine resources, S3 Affected communities and S4 Consumers and end-users, as

these have not been deemed material in the double materiality assessment. Relevant disclosure requirements have been identified by linking material impacts, risks and opportunities, and their related sub-topics or sub-sub topics, to the relevant ESRS. Additional entity-specific disclosures have been defined based on implemented targets and for the entity-specific topic carbon handprint.

<b>ESRS 2 General disclosures</b>	
<b>Disclosure requirement</b>	<b>Page</b>
BP-1 General basis for preparation of sustainability statements	87
BP-2 Disclosures in relation to specific circumstances	87, 112–113, 116
GOV-1 The role of the administrative, management and supervisory bodies	87–88
GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	88
GOV-3 Integration of sustainability-related performance in incentive schemes	88
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GOV-5 Risk management and internal controls over sustainability reporting	88–89
SBM-1 Strategy, business model and value chain	89–90
SBM-2 Interests and views of stakeholders	94–95
SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	90–92
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### List of datapoints in cross-cutting and topical standards that derive from other EU legislation

The table below includes all of the data points that derive from other EU legislation as listed in ESRS 2 appendix B. The table indicates on which page the data points can be found in Neste's Sustainability statement.

Excluded data points are marked as i) 'Not material' based on the results of the double materiality assessment, ii) 'Not disclosed', if the disclosure requirement is phased in based on the provision in Appendix C of ESRS 1, or iii) 'Not applicable' if the disclosure requirement is not relevant for Neste's business.

Disclosure requirement and related datapoint	SFDR	Pillar 3	Benchmark regulation	EU Climate Law	Page reference in Sustainability statement
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	•		•		88
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			•		88
ESRS 2 GOV-4 Statement on due diligence paragraph 30	•				140
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	•	•	•		90
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	•		•		Not applicable
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	•		•		Not applicable
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			•		Not applicable
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				•	106–109
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ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	•				110
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ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	•				110, 112
ESRS E1-6 Gross Scope 1, 2, 3, and Total GHG emissions paragraph 44	•	•	•		111
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	•	•	•		111, 112
ESRS E1-7 GHG removals and carbon credits paragraph 56				•	Not material
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			•		Not disclosed
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		•			Not disclosed
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)		•			Not disclosed
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		•			Not disclosed
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			•		Not disclosed
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	•				Not material
ESRS E3-1 Water and marine resources paragraph 9	•				Not material

<b>Disclosure Requirement and related datapoint</b>	<b>SFDR</b>	<b>Pillar 3</b>	<b>Benchmark regulation</b>	<b>EU Climate Law</b>	<b>Page reference in Sustainability statement</b>
ESRS E3-1 Dedicated policy paragraph 13	•				Not material
ESRS E3-1 Sustainable oceans and seas paragraph 14	•				Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	•				Not material
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	•				Not material
ESRS 2- IRO 1 - E4 paragraph 16 (a) i	•				Not material
ESRS 2- IRO 1 - E4 paragraph 16 (b)	•				117
ESRS 2- IRO 1 - E4 paragraph 16 (c)	•				117
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	•				118
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	•				118
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	•				118
ESRS E5-5 Non-recycled waste paragraph 37 (d)	•				Not material
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	•				Not material
ESRS 2- SBM3 - S1 Risk of incidents of forced labor paragraph 14 (f)	•				Not material
ESRS 2- SBM3 - S1 Risk of incidents of child labor paragraph 14 (g)	•				Not material
ESRS S1-1 Human rights policy commitments paragraph 20	•				124
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8, paragraph 21			•		124
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	•				124
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	•				123
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	•				125, 134–135
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	•		•		128
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	•				Not disclosed
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	•		•		Not material
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	•				Not material
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	•				128
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	•		•		128
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	•				130
ESRS S2-1 Human rights policy commitments paragraph 17	•				130
ESRS S2-1 Policies related to value chain workers paragraph 18	•				130
ESRS S2-1 Non- respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	•		•		132

<b>Disclosure Requirement and related datapoint</b>	<b>SFDR</b>	<b>Pillar 3</b>	<b>Benchmark regulation</b>	<b>EU Climate Law</b>	<b>Page reference in Sustainability statement</b>
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			•		130–131
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	•				132
ESRS S3-1 Human rights policy commitments paragraph 16	•				Not material
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	•		•		Not material
ESRS S3-4 Human rights issues and incidents paragraph 36	•				Not material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	•				Not material
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	•		•		Not material
ESRS S4-4 Human rights issues and incidents paragraph 35	•				Not material
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	•				Not applicable
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	•				Not applicable
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	•		•		Not material
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	•				Not material

## Key Figures

<b>Income statement</b>		<b>2025</b>	<b>2024</b>	<b>2023</b>
Revenue	EUR million	19,016	20,635	22,926
EBITDA	EUR million	1,438	1,005	2,548
- of revenue	%	7.6	4.9	11.1
Operating profit	EUR million	503	25	1,682
- of revenue	%	2.6	0.1	7.3
Profit before income taxes	EUR million	199	-113	1,596
- of revenue	%	1.0	-0.5	7.0
Profit for the period	EUR million	144	-95	1,436
- of revenue	%	0.8	-0.5	6.3
Comparable EBITDA	EUR million	1,683	1,252	3,458
<b>Profitability</b>				
Return on equity (ROE)	%	2.0	-1.2	17.9
Comparable return on average capital employed, after tax (Comparable ROACE)	%	5.3	2.5	23.9
<b>Financing and financial position</b>				
Interest-bearing net debt	EUR million	3,817	4,192	2,488
Leverage ratio	%	34.3	36.1	22.7
Equity-to-assets ratio	%	46.6	47.7	53.1
Net Debt to EBITDA		2.7	4.2	1.0
<b>Other indicators</b>				
Capital employed	EUR million	12,497	12,564	12,532
Net working capital in days outstanding		34.7	39.4	41.0
Capital expenditure and investments in shares	EUR million	1,253	2,006	2,351
- of revenue	%	6.6	9.7	10.3
Research and development expenditure	EUR million	63	86	94
- of revenue	%	0.3	0.4	0.4
Average number of personnel		5,214	5,796	6,018

<b>Share-related indicators</b>		<b>2025</b>	<b>2024</b>	<b>2023</b>
Earnings per share (EPS)	EUR	0.19	-0.12	1.87
Equity per share	EUR	9.52	9.65	11.02
Cash flow per share <sup>2)</sup>	EUR	2.27	1.50	2.99
Dividend per share	EUR	0.20 <sup>1)</sup>	0.20	1.20
Dividend payout ratio	%	106.6 <sup>1)</sup>	-162.3	64.3
Dividend yield	%	1.0 <sup>1)</sup>	1.6	3.7
<b>Share prices</b>				
Closing price	EUR	19.41	12.13	32.21
Average price	EUR	11.84	19.26	37.66
Lowest price	EUR	6.79	10.98	28.55
Highest price	EUR	20.22	33.60	48.50
Market capitalization	EUR million	14,930	9,331	24,776
<b>Trading volumes</b>				
Number of shares traded	1,000	505,305	443,798	242,189
- of weighted average number of shares	%	66	58	32
Weighted average number of shares outstanding		768,246,779	768,212,287	768,175,637
Number of shares outstanding at the end of the period		768,274,059	768,215,734	768,199,747

<sup>1)</sup> Board of Directors' proposal to the Annual General Meeting.

<sup>2)</sup> The 2024 and 2023 cash flow per share has been restated in line with the restatement made into Consolidated Cash Flow Statement.

## Reconciliation of key figures to IFRS Financial Statements

Reconciliation between comparable EBITDA, EBITDA and operating profit is presented in Note 4, Segment information.

### Reconciliation of comparable return on average capital employed, after tax (Comparable ROACE), %

EUR million	2025	2024	2023
<b>Comparable EBITDA, last 12 months</b>	1,683	1,252	3,458
<b>IS</b> Depreciation, amortization and impairments	-934	-980	-866
Items in depreciation, amortization and impairments affecting comparability	-1	15	0
<b>IS</b> Financial income	27	47	45
<b>IS</b> Exchange rate and fair value gains and losses	-125	-29	-9
<b>IS</b> Income tax expense	-55	19	-160
Tax on other items affecting comparable ROACE	-63	-59	-145
Comparable net profit, net of tax	531	266	2,324
Capital employed average	12,576	12,398	11,514
Assets under construction average	-2,468	-1,756	-1,789
<b>Return on comparable average capital employed, after tax (Comparable ROACE), %</b>	5,3	2,5	23,9

### Reconciliation of equity-to-assets ratio, %

EUR million	2025	2024	2023
<b>BS</b> Total equity	7,314	7,417	8,463
<b>BS</b> Total assets	15,749	15,581	15,983
Advances received	-50	-42	-39
<b>Equity-to-assets ratio, %</b>	46.6	47.7	53.1

### Reconciliation of net working capital in days outstanding

EUR million	2025	2024	2023
Operative receivables	1,305	1,488	1,788
<b>BS</b> Inventories	2,895	2,898	3,366
Operative liabilities	-2,391	-2,159	-2,581
Net working capital	1,808	2,227	2,573
<b>IS</b> Revenue	19,016	20,635	22,926
<b>Net working capital in days outstanding</b>	34.7	39.4	41.0

## Calculation of key figures

Neste presents Alternative Performance Measures to enhance comparability between financial periods as well as to reflect operational performance and financial risk level. These indicators should be examined together with the IFRS-compliant performance indicators.

Key figure		Calculation	Reason for use
EBITDA	=	Operating profit + depreciation, amortization and impairments	EBITDA is an indicator to measure the operational performance and cash flow generation.
Comparable EBITDA	=	EBITDA +/- inventory valuation gains/losses +/- changes in the fair value of open commodity and currency derivatives +/- capital gains/losses - insurance and other compensations +/- other adjustments	Comparable EBITDA describes underlying operational performance and cash flow generation. <sup>1)</sup>
Items affecting comparability	=	Inventory valuation gains/losses, changes in the fair value of open commodity and currency derivatives, capital gains/losses, insurance and other compensations, impairments and other adjustments	Items affecting comparability are linked to unpredictability events of a significant nature that do not form part of normal day-to-day business. <sup>1)</sup>
Return on equity (ROE), %	=	$100 \times \frac{\text{Profit before income taxes - income tax expense, last 12 months}}{\text{Total equity average, 5 quarters end values}}$	Return on equity provides additional information on the profitability of operations.
Comparable return on average capital employed, after-tax (Comparable ROACE), %	=	$100 \times \frac{\text{Comparable EBITDA - depreciation, amortizations and impairments +/- items in depreciation, amortization and impairments affecting comparability + financial income + exchange rate and fair value gains and losses - income tax expense - tax on other items affecting Comparable ROACE, last 12 months}}{\text{Capital employed average - assets under construction average, 5 quarters end values}}$	Comparable return on average capital employed after-tax (Comparable ROACE) is a long-term over the cycle indicator measuring Neste's profitability and efficiency of capital usage.
Capital employed	=	Total equity + interest bearing liabilities	Capital employed is primarily used to determine the comparable return on average capital employed (Comparable ROACE) which is Neste's key financial target.
Interest-bearing net debt	=	Interest-bearing liabilities - cash and cash equivalents - current investments	Interest-bearing net debt is an indicator to measure the total external debt financing.
Leverage ratio, %	=	$100 \times \frac{\text{Interest-bearing net debt}}{\text{Interest bearing net debt + total equity}}$	Leverage ratio is one of Neste's key financial targets. It provides useful information regarding Neste's capital structure and financial risk level.

Key figure		Calculation	Reason for use
Equity-to-assets ratio, %	= 100 x	$\frac{\text{Total equity}}{\text{Total assets - advances received}}$	Equity-to-assets ratio provides useful information regarding financial risk level.
Net working capital in days outstanding	= 365 x	$\frac{\text{Net working capital}}{\text{Revenue, last 12 months}}$	Net working capital in days outstanding measures efficiency in turning net working capital into revenue.
Net Debt to EBITDA	=	$\frac{\text{Interest-bearing net debt}}{\text{EBITDA, last 12 months}}$	Net debt to EBITDA measures capital structure and ability to cover debt.
Return on net assets, %	= 100 x	$\frac{\text{Segment operating profit, last 12 months}}{\text{Average segment net assets, 5 quarters end values}}$	Neste uses return on net assets to follow the operational performance of its operating segments.
Comparable return on net assets, %	= 100 x	$\frac{\text{Segment comparable EBITDA, last 12 months - depreciation, amortization and impairments +/- items in depreciation, amortization and impairments affecting comparability}}{\text{Average segment net assets, 5 quarters end values}}$	Neste uses comparable return on net assets to follow the underlying operational performance of its operating segments.
Segment net assets	=	Property, plant and equipment + goodwill + intangible assets + investments in associates and joint ventures + inventories + interest-free receivables and liabilities - provisions - pension liabilities allocated to the business segment	Segment net assets are primarily used to determine the return on net assets and comparable return on net assets.
<b>Calculation of share-related indicators</b>			
Earnings per share (EPS)	=	$\frac{\text{Profit for the period attributable to the owners of the parent}}{\text{Weighted average number of shares outstanding during the period}}$	
Equity per share	=	$\frac{\text{Shareholder's equity attributable to the owners of the parent}}{\text{Number of shares outstanding at the end of the period}}$	
Cash flow per share	=	$\frac{\text{Net cash generated from operating activities}}{\text{Weighted average number of shares outstanding during the period}}$	

Key figure		Calculation	Reason for use
Dividend payout ratio, %	= 100 x	$\frac{\text{Dividend per share}}{\text{Earnings per share}}$	
Dividend yield, %	= 100 x	$\frac{\text{Dividend per share}}{\text{Share price at the end of the period}}$	
Average share price	=	$\frac{\text{Amount traded in euros during the period}}{\text{Number of shares traded during the period}}$	
Market capitalization	=	Number of shares at the end of the period x share price at the end of the period	

#### Calculation of key drivers

Oil Products total refining margin (USD/bbl)	=	$\frac{\text{Comparable sales margin x average EUR/USD exchange rate for the period x standard refinery yield}}{\text{Refined sales volume x standard barrels per ton}}$	Oil Products total refining margin measures the segment's comparable sales margin per refined unit sold. USD/bbl is a standard unit used in the oil industry.
Renewable Products comparable sales margin (USD/ton)	=	$\frac{\text{Comparable sales margin x average EUR/USD exchange rate for the period}}{\text{Sales volumes of renewable diesel, sustainable aviation fuel and other products}}$	Renewable Products comparable sales margin measures the sales margin per unit sold.

<sup>1)</sup> In the business environment where Neste operates, commodity prices and foreign exchange rates are volatile and can cause significant fluctuations in inventory values and operating profit. Comparable EBITDA eliminates both the inventory valuation gains/losses generated by the volatility in raw material prices and changes in open derivatives, and better reflects the company's underlying operational performance. Also, it reflects Neste's operational cash flow, where the change in operating profit caused by inventory valuation is mostly compensated by changing net working capital. Items affecting comparability are linked to unpredictability events of a significant nature that do not form part of normal day-to-day business. They include among others impairment losses and reversals, gains and losses associated with the combination or termination of businesses, restructuring costs, and gains and losses on the sales of assets. Only items having an impact of more than EUR 1 million on Neste's result will be classified as items affecting comparability.



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## Consolidated Statement of Income

EUR million	Note	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
<b>Revenue</b>	4, 5	19,016	20,635
Other income	6	125	54
Share of profit (loss) of associates and joint ventures	15	7	-9
Materials and services	7	-16,372	-18,388
Employee benefit costs	8	-584	-582
Depreciation, amortization and impairments	4	-934	-980
Other expenses	9	-753	-706
<b>Operating profit</b>		503	25
<b>Financial income and expenses</b>	10		
Financial income		27	47
Financial expenses		-205	-156
Exchange rate and fair value gains and losses		-125	-29
<b>Total financial income and expenses</b>		-304	-138
<b>Profit before income taxes</b>		199	-113
Income tax expense	11	-55	19
<b>Profit for the period</b>		144	-95
<b>Profit attributable to</b>			
Owners of the parent		144	-95
Non-controlling interests		0	0
		144	-95
<b>Earnings per share from profit attributable to owners of the parent (in euro per share)</b>	12		
Basic earnings per share		0.19	-0.12
Diluted earnings per share		0.19	-0.12

## Consolidated Statement of Comprehensive Income

EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
<b>Profit for the period</b>	144	-95
<b>Other comprehensive income net of tax:</b>		
<b>Items that will not be reclassified to profit or loss</b>		
Remeasurements on defined benefit plans	3	5
Net change of other investments at fair value	-7	-15
Total	-4	-10
<b>Items that may be reclassified subsequently to profit or loss</b>		
Translation differences	-187	100
Cash flow hedges		
recorded in equity	165	-141
transferred to income statement	-72	19
Share of other comprehensive income of investments accounted for using the equity method	0	-2
Total	-93	-23
<b>Other comprehensive income for the period, net of tax</b>	-97	-34
<b>Total comprehensive income for the period</b>	47	-128
<b>Total comprehensive income attributable to:</b>		
Owners of the parent	47	-128
Non-controlling interests	0	0
	47	-128

The notes are an integral part of these consolidated financial statements.

## Consolidated Statement of Financial Position

EUR million	Note	31 Dec 2025	31 Dec 2024
<b>ASSETS</b>			
<b>Non-current assets</b>			
Goodwill	13	478	514
Intangible assets	13	130	164
Property, plant and equipment	14	8,908	8,872
Investments in associates and joint ventures	15	54	53
Non-current receivables	17	91	128
Deferred tax assets	11	221	222
Derivative financial instruments	16, 19	13	33
Other financial assets	17	36	40
<b>Total non-current assets</b>		9,931	10,026
<b>Current assets</b>			
Inventories	18	2,895	2,898
Trade and other receivables	17	1,416	1,539
Current tax assets		33	50
Derivative financial instruments	16, 19	107	113
Current investments	17	0	0
Cash and cash equivalents	17	1,367	955
<b>Total current assets</b>		5,817	5,555
<b>Total assets</b>		15,749	15,581

EUR million	Note	31 Dec 2025	31 Dec 2024
<b>EQUITY</b>			
<b>Capital and reserves attributable to the owners of the parent</b>			
	20		
Share capital		40	40
Other equity		7,274	7,377
<b>Total</b>		7,314	7,417
<b>Non-controlling interests</b>			
<b>Total equity</b>		7,314	7,417
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Interest-bearing liabilities	21	4,713	4,362
Deferred tax liabilities	11	370	335
Provisions	22	165	144
Pension liabilities	23	65	73
Derivative financial instruments	16, 19	5	8
Other non-current liabilities	21	32	32
<b>Total non-current liabilities</b>		5,350	4,953
<b>Current liabilities</b>			
Interest-bearing liabilities	21	470	786
Current tax liabilities		45	11
Derivative financial instruments	16, 19	129	230
Trade and other payables	21	2,440	2,185
<b>Total current liabilities</b>		3,085	3,210
<b>Total liabilities</b>		8,435	8,164
<b>Total equity and liabilities</b>		15,749	15,581

The notes are an integral part of these consolidated financial statements.

# Consolidated Cash Flow Statement

EUR million	Note	1 Jan–31 Dec 2025	Restated <sup>1)</sup> 1 Jan–31 Dec 2024
<b>Cash flows from operating activities</b>			
Profit before income taxes		199	-113
Adjustments for			
Share of profit (loss) of associates and joint ventures	4, 15	-7	9
Depreciation, amortization and impairments	4	934	980
Other non-cash income and expenses		146	-159
Financial expenses - net	10	304	138
Profit / loss from disposal of non-current assets		-3	1
Cash flow before change in net working capital		1,574	855
Change in net working capital			
Decrease (+) / increase (-) in trade and other receivables		139	326
Decrease (+) / increase (-) in inventories		-61	504
Decrease (-) / increase (+) in trade and other payables		287	-376
Change in net working capital		364	454
Cash generated from operations		1,938	1,309
Interest and other finance cost paid		-197	-189
Interest income received		16	38
Income taxes paid		-11	-5
Finance cost and income taxes paid <sup>1)</sup>		-191	-155
<b>Net cash generated from operating activities</b>		<b>1,747</b>	<b>1,154</b>

EUR million	Note	1 Jan–31 Dec 2025	Restated <sup>1)</sup> 1 Jan–31 Dec 2024
<b>Cash flows from investing activities</b>			
Purchases of property, plant and equipment		-910	-1,525
Purchases of intangible assets	13	-12	-27
Acquisitions of subsidiaries		-14	-11
Proceeds from sales of property, plant and equipment and intangible assets		15	8
Changes in long-term receivables and other financial assets		-66	59
<b>Cash flows from investing activities</b>		<b>-988</b>	<b>-1,496</b>
<b>Cash flow before financing activities</b>		<b>759</b>	<b>-341</b>
<b>Cash flows from financing activities</b>			
Payment of (-) / proceeds from (+) current interest-bearing liabilities		-322	295
Proceeds from non-current interest-bearing liabilities		1,195	1,374
Repayments of non-current interest-bearing liabilities		-756	-782
Repayments of lease liabilities		-275	-278
Dividends paid to the owners of the parent		-154	-922
Dividends paid to non-controlling interests		-1	-1
<b>Cash flows from financing activities</b>		<b>-312</b>	<b>-314</b>
<b>Net decrease (-) / increase (+) in cash and cash equivalents</b>		<b>447</b>	<b>-655</b>
Cash and cash equivalents at beginning of the period		955	1,575
Exchange gains (+) / losses (-) on cash and cash equivalents <sup>1)</sup>		-36	36
<b>Cash and cash equivalents at end of the period</b>	<b>17</b>	<b>1,367</b>	<b>955</b>

<sup>1)</sup> Finance cost and income taxes paid has been adjusted in 2025 to exclude the effect of exchange rate fluctuations on cash held in line with IAS 7. These are presented in the Exchange gains (+) / losses (-) on cash and cash equivalents. Comparative figures in 2024 have been restated accordingly.

The notes are an integral part of these consolidated financial statements.

## Consolidated Statement of Changes in Equity

EUR million	Note	Share capital	Reserve fund	Reserve of invested unrestricted equity	Treasury shares	Fair value and other reserves	Actuarial gains and losses	Translation differences	Retained earnings	Owners of the parent	Non-controlling interests	Total equity
<b>Total equity at 1 January 2025</b>		40	7	16	-5	-82	-63	-32	7,536	<b>7,417</b>	0	<b>7,417</b>
Profit for the period									144	<b>144</b>	0	<b>144</b>
Other comprehensive income for the period, net of tax						87	3	-187		<b>-97</b>		<b>-97</b>
Total comprehensive income for the period		0	0	0	0	87	3	-187	144	<b>47</b>	0	<b>47</b>
Transactions with the owners in their capacity as owners												
Dividend decision									-154	<b>-154</b>		<b>-154</b>
Share-based compensation					0				3	<b>3</b>		<b>3</b>
Transfer from retained earnings			0						0	<b>0</b>		<b>0</b>
<b>Total equity at 31 December 2025</b>	20	40	7	16	-4	5	-60	-218	7,529	<b>7,314</b>	0	<b>7,314</b>
<b>Total equity at 1 January 2024</b>		40	7	16	-5	56	-67	-131	8,548	<b>8,463</b>	0	<b>8,463</b>
Profit for the period									-95	<b>-95</b>	0	<b>-95</b>
Other comprehensive income for the period, net of tax						-138	5	100		<b>-34</b>		<b>-34</b>
Total comprehensive income for the period		0	0	0	0	-138	5	100	-95	<b>-128</b>	0	<b>-128</b>
Transactions with the owners in their capacity as owners												
Dividend decision									-922	<b>-922</b>	0	<b>-922</b>
Share-based compensation					0				3	<b>3</b>		<b>3</b>
Transfer from retained earnings			0						0	<b>0</b>		<b>0</b>
<b>Total equity at 31 December 2024</b>	20	40	7	16	-5	-82	-63	-32	7,536	<b>7,417</b>	0	<b>7,417</b>

The notes are an integral part of these consolidated financial statements.

# Notes to the Consolidated Financial Statements

## 1 General information

Neste Corporation is a Finnish public limited liability company domiciled in Espoo, Finland. Neste Corporation is listed on the NASDAQ Helsinki Oy. The address of its registered office is Keilaranta 21, P.O. Box 95, 00095 Neste, Finland.

Neste Corporation and its subsidiaries (together referred to as Neste) is the world's leading producer of renewable diesel and sustainable aviation fuel (SAF), with production on three continents. The company's renewables production capacity is expected to reach 6.8 million tons annually in 2027. Neste also produces high-quality oil products at its Porvoo refinery in Finland. The company has a network of nearly 1,000 fuel stations with expanding service offering, such as EV charging, in Finland and in the Baltics.

Neste's refineries are located in Finland, the Netherlands and Singapore. Additionally, Neste has a joint operation together with Marathon Petroleum to produce renewable diesel in the United States.

The Board of Directors has approved these consolidated financial statements for issue on 4th of February 2026.

## 2 Accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### Basis of preparation

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and IFRS Interpretations Committee interpretations (IFRIC) applicable to companies reporting under IFRS as adopted by the European Union. The consolidated financial statements also include compliance with Finnish accounting and corporate legislation. The consolidated financial statements have been prepared under the historical cost convention unless otherwise stated in the Neste's accounting policies.

The consolidated financial statements are presented in million euros unless otherwise stated. The figures in the tables are subject to rounding, which may cause some rounding inaccuracies in aggregate column and row totals.

Neste discloses its accounting policies in conjunction with each Note to provide enhanced understanding of each accounting area. The following symbols **IS**, **OCI**, **BS**, and **CF** are used to show which amounts in the Notes can be reconciled to consolidated statement of income (**IS**), consolidated statement of comprehensive income (**OCI**), consolidated statement of financial position (**BS**) or consolidated cash flow statement (**CF**).

### New standards, significant amendments and interpretations adopted by Neste

Neste applied, for the first time, certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2025. These amendments did not have a material impact on the consolidated financial statements of Neste. Neste has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

The following new standards and amendments became effective as of 1 January 2025 (unless otherwise stated):

- Lack of Exchangeability – Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates

### New standards, amendments and interpretations not yet adopted

Certain new interpretations, amendments to existing standards or new standards have been published. Neste intends to adopt these standards when they become effective.

IFRS 18 Presentation and Disclosure in Financial Statements will be effective on financial years beginning on or after 1.1.2027. IFRS 18 will replace IAS 1 Presentation of Financial Statements and affects the way of presentation in the financial statements, but not the recognition or valuation principles. The new accounting standard introduces following key requirements:

- Classifying all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories.
- Presentation of a newly-defined operating profit subtotal. Neste's net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Using the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.
- Grouping information in the financial statements in line with enhanced guidance.

Neste is still in the process of assessing the impact of the IFRS 18, particularly with respect to the structure of the Neste's consolidated statement of income and consolidated statement of cash flows and the additional disclosures required for MPMs. Neste is also assessing the impact on how information is grouped in the financial statements and presentation of items currently labelled as 'other'.

There is no other IFRS or IFRIC interpretations that are not yet effective and that would be expected to have a material impact on Neste.

### Accounting estimates and judgements

The preparation of consolidated financial statements in conformity with the International Accounting Standard as adopted by EU requires Neste's management to make estimates and assumptions about the future, including climate-related risks. Furthermore, management judgement may be required in applying the accounting principles. These estimates and assumptions have an impact on the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of income and expenses during the reporting period.

These estimates, assumptions and judgements are based on management's prior experience and other factors and expectations of future events that are believed to be reasonable under the circumstances. The actual amounts may differ significantly from the estimates used in the financial statements.

Neste reviews the changes in estimates, assumptions and the factors affecting them on an ongoing basis by using multiple internal and external sources of information. Possible changes in estimates and assumptions are recognized in the financial period when the estimate or assumption is changed.

Further information about the most significant estimates, assumptions and judgements made in applying accounting policies are included in the following notes:

- Note 5 Revenue – Recognition of biofuel credits and certain tax credits
- Note 11 Income Taxes – Recognition and measurement of deferred taxes
- Note 13 Goodwill and intangible assets – Assets' useful lives and impairment testing
- Note 16, 17 and 21 relating to financial assets and liabilities – Valuation of certain financial assets and liabilities and impairment of financial assets
- Note 18 Inventories – Valuation method and net realization value
- Note 22 Provisions – Likelihood and magnitude of an outflow of resources e.g. environmental provisions
- Note 23 Employee benefit obligations – Measurement of future defined benefit obligations and key actuarial assumptions
- Note 29 Leases - Lease term and extension and termination options

## Macroeconomic environment

Neste's growth and financial performance may be impacted by the general macroeconomic development and geopolitical tensions which could reduce demand and market prices. In addition, regulatory changes in the European Union or individual member state level or in the US may adversely affect Neste's Renewable Products segment. The uncertainty around trade sanctions such as tariffs in global trade continues, and they could affect economic growth, create an uneven playing field and/or hurt the demand and supply balance in markets Neste operates in. Changes in the macroeconomic environment have been taken into account by updating the interest rate, discount rate and inflation assumptions to reflect the current situation. More information can be found in the Note 3 Financial risk management, Note 13 Goodwill and intangible assets and Note 23 Employee benefit obligations.

## Climate-related topics

Climate change and the energy transition poses both business risks and opportunities to Neste. Neste's Sustainability statement in Review by the Board of Directors describes Neste's climate targets and the material impacts, risks and opportunities arising from climate for Neste. The increasing global pressure to mitigate climate change is a primary positive driver for Neste's business through increased support for biofuels and renewable fuels.

Neste contributes to climate impact mitigation efforts by producing increasing volumes of renewable and circular products, investing in the Rotterdam refinery expansion and through its actions aiming to reduce its own carbon footprint. Furthermore, Neste's renewable and circular products enable the company's customers to reduce their greenhouse gas (GHG) emissions.

Changes in regulation may influence the speed at which the demand for renewable products develops and raw materials sources are accepted. Policy and legal implications of transitioning to a low carbon economy could also introduce economic and regulatory adjustments that affect e.g. emission trading schemes, technology requirements and valuation of assets.

Relevant market drivers presenting both risks and opportunities include changing stakeholder and customer attitudes, shifts in Neste's products' supply and demand and changes in raw material or utility costs and availability of renewable raw materials. More ambitious global climate targets can result in demand growth for Neste's renewable and circular solutions.

The financial impacts of climate-related matters are recognized in the financial statements in accordance with the accounting policies when they realize. The climate-related matters had no material effect on Neste's consolidated financial statements in 2025. Climate-related matters are expected to have most significant impact on the following financial statement items:

- Note 13 Goodwill and intangible assets: Goodwill impairment testing
- Note 13 Goodwill and intangible assets and Note 22 Provisions: Emission allowances
- Note 14 Property, plant and equipment: Porvoo refinery transformation and EU Taxonomy alignment
- Note 18 Inventories: Inventory net realization value
- Note 21 Financial liabilities: Neste Green Finance Framework
- Note 24 Share-based payments: Long-term incentives

## Consolidation

### Subsidiaries

The consolidated financial statements cover the parent company, Neste Corporation, and all those companies over which Neste has control. Neste controls an entity when Neste is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to Neste and are no longer consolidated when this control ceases.

Acquired or established subsidiaries are accounted for by using the acquisition method. The consideration transferred and the identifiable assets acquired, and liabilities assumed in the acquired company are measured at their fair value on their date of acquisition. The consideration transferred includes any assets transferred by the acquirer, liabilities incurred by the acquirer to former owners of the acquiree. Any contingent consideration related to the business combination is measured at fair value on

their acquisition date and it is classified as either liability or equity. Contingent consideration classified as liability is re-measured at its fair value at the end of each reporting period and the subsequent changes to fair value are recognized in profit or loss. Contingent consideration classified as equity is not subsequently re-measured. The consideration transferred does not include any transactions accounted for separately from the acquisition. Acquisition-related costs are expensed as incurred.

Changes in non-controlling interest without losing control, due to changes in ownership interest of a subsidiary, are accounted for as equity transactions. Subsidiaries are treated as 100% owned subsidiaries, if Neste has an obligation to redeem the remaining non-controlling interest within an agreed period. Thus, the share of the non-controlling interest is not recognized in the statement of financial position and the non-controlling shareholders' share of the financial year's profit is included until the derecognition of the obligation. The obligation is measured at fair value and recorded as a liability in the consolidated statement of financial position.

All intra-group transactions, receivables, liabilities and unrealized margins, as well as distribution of profits within Neste, are eliminated in the preparation of consolidated financial statements.

The result for the period and items recognized in other comprehensive income are allocated to the equity holders of the parent company and non-controlling interests and presented in the statement of income and statement of other comprehensive income. Non-controlling interests are presented separately from the equity allocated to the equity holders of the company. Other comprehensive income is allocated to the equity holders of the parent company and to non-controlling interests even in situations where the allocation would result in the non-controlling interests' share being negative, unless non-controlling interests have a legal or contractual right to not contribute further capital to cover the deficit, which exceeds the non-controlling interests' investment in the company.

### Joint arrangements

A joint arrangement is an arrangement in which two or more parties have joint control, and in which the sharing of control has been contractually agreed between the parties. Joint control exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Joint arrangements are classified as either joint operations or joint ventures, depending on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. Neste has assessed the nature of its joint arrangements and determined them to be either joint ventures or joint operations.

Joint operation is a joint arrangement, whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement. Joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

Neste has 50% interest in Martinez Renewables, a joint arrangement, which was established for production of renewable fuels. At the time of making the investment, Neste made the interpretation to treat the establishment and initial investment into the joint arrangement as an asset acquisition. After the initial investment, Neste classified the joint arrangement as a joint operation as Neste and Marathon Petroleum have a joint control over the arrangement's relevant activities, and the production output will be divided evenly between Neste and Marathon Petroleum. As a result of the joint operation classification, Neste recognizes its 50% share of Martinez Renewables' assets, liabilities, revenues and expenses.

Joint operations are consolidated for its share of the assets, liabilities, revenues, expenses and cash flow on a line-by-line basis. Joint ventures are accounted for using the equity method. Under the equity method of accounting, interests in joint ventures are initially recognized at cost and adjusted thereafter to recognize Neste's share of the post-acquisition profits or losses and movements in other comprehensive income. When Neste's share of losses in a joint venture equals or exceeds its interests (including any long-term interests that, in substance, form part of Neste's net investment in the joint ventures), Neste does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealized gains on transactions between Neste and its joint arrangements are eliminated to the extent of Neste's interest in the joint ventures. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset being transferred.

## Associates

Associated companies are entities over which Neste has significant influence but not control, and generally involve a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for by using the equity method as described above in the 'Joint arrangements' paragraph.

## Structured entities

Neste engages in business activities with structured entities which are designed to achieve a specific business purpose. A structured entity is one that has been set up so that voting rights or similar rights are not the dominant factor in deciding who controls the entity. An example is when voting rights relate only to administrative tasks and the relevant activities are directed by contractual arrangements.

Structured entities are consolidated when the substance of the relationship between Neste and the structured entities indicate that the structured entities are controlled by Neste. The extent of Neste's interests in unconsolidated structured entities will vary depending on the type of structured entities. Entities are not consolidated because Neste does not control them through voting rights, contract, funding agreements, or other means.

Management uses judgement when determining the accounting treatment of the structured entities. In addition to the voting rights or similar rights, the management considers other factors such as the nature of the arrangement, contractual arrangements and level of influence with the structured entities.

## Foreign currency translation

### (a) Presentation currency

Items included in the financial statements of each of Neste's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in euros, which is the company's presentation currency.

### (b) Transactions in foreign currencies

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies, are recognized in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

### (c) Group companies

The results and financial position of all Neste entities (none of which uses a hyperinflationary economy currency) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities are translated at the closing rate quoted on the relevant balance sheet date;
- Income and expenses are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions);
- All resulting exchange differences are recognized in other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities and currency instruments designated as hedges of such investments, are recognized in other comprehensive income and allocated to the translation differences in equity. When a foreign operation is partially disposed of, sold, or liquidated, translation differences accrued in equity

are recognized in the income statement as part of the gain or loss on the sale/liquidation. Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the entity in question and translated at the closing rate.

## 3 Financial risk management

### Financial risk management principles

The Neste Board of Directors has approved the Corporate risk management policy. This policy together with the related principles and instructions defines the framework for financial risk management within Neste. Mandates and limits that are applicable to financial risks have been defined in the risk management policy.

For more information regarding Neste's risk management principles and key risk areas, please refer to the risk management section in the annual report.

### Market risks

Market risk is the risk or uncertainty arising from possible market price movements and their impact on the future performance of a business. For Neste, the main types of market risks are commodity price risk, foreign exchange risk and interest rate risk. These are specified in more detail in the following sections. In accordance with the Corporate risk management policy, various derivative transactions are executed to mitigate exposure to risk. The positions are monitored and managed on a daily basis.

### 1. Commodity price risks

The main commodity price risks Neste faces in its businesses are related to market prices for crude oil, renewable feedstocks, and other feedstocks, as well as refined petroleum and renewable products. These prices are subject to significant fluctuations resulting from a periodic over-supply and supply tightness in various regional markets, coupled with fluctuations in demand.

Neste's operational results in any given period are principally driven by the demand for and prices of renewable and oil products relative to the supply and cost of raw materials. These factors, combined with Neste's own consumption of raw materials and output of refined products, drive operational performance and cash flows in Renewable Products and Oil Products, which are Neste's largest segments in terms of revenue, profits and net assets.

Neste divides the commodity price risks affecting Neste's revenue, profits and net assets into two main categories: inventory price risk and refining margin risk.

#### Inventory price risk

From a price risk management perspective, Neste's refinery inventory consists of two components. The first and largest component remains relatively constant over time and is referred to as the 'base inventory'. The second and daily fluctuating component is the amount of inventories differing from the base inventory level and at Neste it is called 'transaction position'.

The base inventory is the minimum level that can reasonably assure the continuous operation of the refineries and prevent deliveries from being compromised. It comprises inventories at the refineries and within the supply chain. The base inventory includes the minimum level of stocks that Neste is required to maintain under Finnish laws and regulations.

The base inventory creates a risk in Neste's consolidated statement of income and consolidated statement of financial position since Neste applies the weighted average method for measuring the cost of goods sold, raw materials and inventories. Hedging operations related to price risk do not target the base inventory. Instead, Neste's inventory risk management policies target the 'transaction position' to the extent that these stocks create cash flow risks depending on the relationships between feedstock purchases, refinery production and refined petroleum product sales over any given period. According to the Neste's

risk management policy, open exposures of the transaction position are hedged without delay when the underlying pricing-in or pricing-out occurs if existing hedging instruments provide appropriate hedging efficiency.

In hedging the transaction position, derivative financial instruments are used. Because of the differences between the quality of the underlying feedstocks or end products for which derivative financial instruments can be sold and purchased and the actual quality of Neste's feedstocks and end products, the business will remain exposed to some degree of basis risk. Basis risk is typically higher in the Renewables business compared to the fossil fuel refining due to the nature of the feedstock pool and limited availability of hedging instruments.

If crude oil feedstock or oil product markets are in contango where current forward prices are higher than current spot prices, Neste has the capability to build physical contango storages from time to time. These storages are excluded from the transaction position and are hedged separately.

### Refining margin risk

Neste is exposed to a greater margin volatility in the Renewable Products segment compared to that of fossil fuel refining. In the Renewables business, the refining margin is mainly an outcome of the renewable product sale price received, and the cost of feedstocks used. The underlying price quotations used in renewable diesel pricing are primarily related to oil products. Premiums over pricing indices fluctuate regionally depending on the nature of bio mandates and incentives, local supply and demand, and fossil fuel prices. In North America, Soy Methyl Ester (SME) is an important price driver through its link to Renewable Identification Number (RIN) prices. The cost of feedstocks depends on feedstock selection and is typically derived from different vegetable oils and fats. Feedstock prices are mainly driven by supply and demand balances, crop forecasts and regional weather. In Renewable Products segment, operational activities and margin hedges are the primary means of mitigating margin volatility.

Refining margin is an important determinant of Oil Products segment's earnings. Its fluctuations constitute a significant risk. The refining margin risk is a result of the revenue from sold petroleum products and the cost of raw materials together with other costs. Neste's exposure to low refining margins in traditional oil refining is partly offset by its high-conversion refinery capacity.

With the aim of securing its margin and cash flow, Neste has defined margin hedging principles for its main refining businesses. In the Renewable Products segment, the targeted hedge ratios are typically higher and can be expected to fluctuate over time. In the fossil fuel business, the hedge ratios are typically moderate.

Both Oil Products and Renewable Products segments' margins are also exposed to utility price risk that mainly arises from consumption of electricity and natural gas. Neste has also defined principles for hedging these exposures. In hedging the refining margin and utility price risks, commodity derivatives are used. Just as in transaction position hedging, also when hedging the refining margin and utility risks, the business will remain exposed to a certain degree of basis risk that comes from the differences between actual qualities of feedstocks and products and qualities of available hedging arrangements.

The exposure to open positions of commodity derivative contracts is summarized in Note 19 Derivative financial instruments. Neste does not apply IFRS hedge accounting for commodity hedging positions.

## 2. Foreign exchange risk

As the underlying currency of Neste's main markets is the U.S. Dollar, and Neste operates and reports in Euro, this exposes Neste's business to currency risk. The objective of foreign exchange risk management in Neste is to limit the uncertainty created by changes in foreign exchange rates on the future value of cash flows and earnings, and in the balance sheet. Generally, foreign exchange risk can be managed by hedging currency risks in contracted and forecast cash flows and balance sheet exposures (referred to as transaction exposure) as well as the equity of non-euro-based subsidiaries (referred to as translation exposure).

### Transaction exposure

In general, all reporting segments hedge their transaction exposure related to highly probable future cash flows. Net foreign currency cash flows are forecasted over a 12-month period on a rolling basis and hedged on average 70% for the first six months and 30% of the next six months for the Renewable business and on average 80% for the first six months and 40% for the following six months for the fossil fuel business. Deviations from the benchmark hedging ratio are allowed in line with the limits set by the Corporate risk management policy. The most important hedged currency is the U.S. dollar. Other currencies to which Neste is exposed to are the Swedish crown (SEK), the Chinese renminbi (CNY), the Singapore dollar (SGD) and the Australian dollar (AUD). Neste's net exposure is managed through the use of forward contracts and options. All transactions are made for hedging purposes, and the majority also qualifies for hedge accounting under IFRS. The reporting segments are responsible for forecasting net foreign currency cash flows, while Group Treasury & Risk Management is responsible for implementing hedging transactions. In addition to the above-mentioned foreign currency hedging programs, Neste has continued to hedge material currency exposures related to investments.

Neste has several currency-denominated assets and liabilities in its balance sheet, such as foreign currency loans, deposits, net working capital and cash in other currencies than home currency. The principle is to hedge this balance sheet exposure fully using forward contracts. Similarly to commodity price risk management, the foreign exchange transaction hedging targets inventories in excess of the base inventory. Open exposures are allowed based on risk limits set by the Corporate risk management policy. The largest and most volatile item in terms of balance sheet exposure is net working capital. Since many of the Neste's business transactions, sales of products and services and purchases of crude oil and other feedstock are linked to the U.S. dollar, the daily exposure of net working capital is hedged as part of the balance sheet hedge in order to neutralize the effect of volatility in EUR/USD exchange rate. During 2025, the daily balance sheet exposure fluctuated between approximately USD 92 million and 1,334 million (2024: USD 830 million and 2,083 million).

### USD transaction exposure under hedge accounting

USD million	31 Dec 2025	31 Dec 2024
Net exposure, 12 months	3,507	3,686
Hedging, 12 months (forward)	1,922	1,874
Average rate of hedging	1.163	1.098

Group Treasury & Risk Management is responsible for consolidating various balance sheet items and carrying out hedging transactions. The exposure to open positions of foreign exchange derivative contracts is summarized in Note 19 Derivative financial instruments.

### Translation exposure

Group Treasury & Risk Management is responsible for managing Neste's translation exposure. This consists of net investments in foreign subsidiaries associates and joint arrangements. Although the main principle is to leave translation exposure unhedged, Neste may seek to reduce the volatility in equity in the consolidated balance sheet through hedging transactions. Any hedging decisions are made by Group Treasury & Risk Management. At the end of 2025, the most important translation exposures were: U.S. dollar EUR 2,784 million and Swedish Crown EUR 105 million (2024: U.S dollar EUR 2,963 million, Swedish Crown EUR 92 million). Neste has not hedged the exposures in 2025 or 2024.

### 3. Interest rate risk

Neste is exposed to interest rate risk mainly through its interest-bearing net debt. The objective of the interest rate risk management is to limit the volatility of interest expenses in the income statement. The benchmark duration for the debt portfolio is 12 months, and the duration can vary between six and 96 months. As of 31 December 2025, the duration was 29 months (2024: 27 months). In addition to duration, Neste has defined a limitation for interest flow risk.

Interest rate derivatives are used to adjust the duration of the debt portfolio. Neste's interest rate risk management is handled by Group Treasury & Risk Management. The nominal and fair values of the outstanding interest rate derivative contracts as of 31 December 2025 (2024) are summarized in Note 19.

The re-pricing period of interest-bearing liabilities occurs 2025	Within 1 year	1 year– 5 years	> 5 years	Total
Financial instruments with floating interest rate				
Loans from financial institutions	1,411	0	0	1,411
Other loans	1	0	0	1
Effect of interest rate swaps	250	0	0	250
Financial instruments with fixed interest rate				
Bonds	0	1,691	1,105	2,796
Commercial paper liabilities	0	0	0	0
Lease liabilities	205	373	367	945
Other loans	0	30	0	30
Effect of interest rate swaps	0	300	-550	-250
	1,867	2,394	922	5,183

The re-pricing period of interest-bearing liabilities occurs 2024	Within 1 year	1 year– 5 years	> 5 years	Total
Financial instruments with floating interest rate				
Loans from financial institutions	1,580	0	0	1,580
Other loans	1	0	0	1
Effect of interest rate swaps	250	0	0	250
Financial instruments with fixed interest rate				
Bonds	0	994	1,121	2,115
Commercial paper liabilities	307	0	0	307
Lease liabilities	224	420	470	1,114
Other loans	0	30	0	30
Effect of interest rate swaps	0	100	-350	-250
	2,363	1,544	1,240	5,147

### 4. Key sensitivities to market risks

#### Sensitivity of operating profit to market risks arising from the Group's operations

Due to the nature of its operations, Neste's financial performance is sensitive to the market risks described above. The following table details the approximate impact that movements in the Neste's key price and currency exposures would have on its operating profit for 2026 (2025), assuming normal market and operating conditions and with following assumptions on sensitivities:

- Hedging transactions are excluded.
- The sensitivity of each factor in the table is individual, assuming other factors to remain constant, i.e., the ceteris paribus principle.
- The sensitivity in the EUR/USD exchange rate is based on exposure forecast.
- The sensitivity in the Oil Product total refining margin is based on forecast volumes, representing an impact from change of 1 USD/barrel.
- The sensitivity in the Oil Products crude oil price is based on impacts through inventory valuation gains / losses and changes in utility and freight costs.
- The sensitivity in the Renewable Products refining margin is based on nameplate capacity at end of 2025, representing an impact from a change of 50 USD/ton.

Approximate impact on operating profit, excluding hedges		2026	2025
+/- 10% in the EUR/USD exchange rate	EUR million	-271/+332	-323/+394
+/- USD 1.00/barrel in Oil Products total refining margin	USD million	+/-85	+/-85
+/- USD 10/barrel in crude oil price for Oil Products <sup>1)</sup>	USD million	+/-115	+/-115
+/- USD 50/t in Renewable Products refining margin <sup>2)</sup>	USD million	+/-280	+/-280

<sup>1)</sup> Inventory valuation gains/losses excluded from comparable EBITDA

<sup>2)</sup> Based on nameplate capacity

#### Sensitivity to market risks arising from financial instruments as required by IFRS 7 Financial Instruments:

##### Disclosures

The following analysis, required by IFRS 7, is intended to illustrate the sensitivity of Neste's profit for the period and equity to changes in oil prices, the EUR/USD exchange rate, and interest rates, resulting from financial instruments, such as financial assets and liabilities and derivative financial instruments, as defined by IFRS, included in the balance sheet as of 31 December 2025 (2024). Financial instruments affected by the above market risks include net working capital items, such as trade and other receivables and trade and other payables, interest-bearing liabilities, deposits, liquid funds, and derivative financial instruments. When cash flow hedge accounting is applied, the change in the fair value of derivative financial instruments is assumed to be recorded fully in equity.

The following assumptions were made when calculating the sensitivity to the change in oil prices:

- The price variation for oil derivative contracts of crude oil, refined oil products and vegetable oil is assumed to be +/- 20%.
- The sensitivity related to oil derivative contracts held for hedging refinery oil inventory position is included; the underlying physical oil inventory position is excluded from the calculation, since inventory is not a financial instrument.
- The sensitivity related to oil derivative contracts held for hedging expected future refining margin is included; the underlying expected refining margin position is excluded from the calculation.

The following assumptions were made when calculating the sensitivity to changes in the EUR/USD exchange rate:

- The variation in the EUR/USD-rate is assumed to be +/- 10%.
- The position includes USD-denominated financial assets and liabilities, such as interest-bearing liabilities, deposits, trade and other receivables, trade and other payables, and liquid funds, as well as derivative financial instruments.
- The position excludes USD-denominated future cash flows.

The following assumptions were applied when calculating the sensitivity to changes in interest rates:

- The variation of interest rate is assumed to be a 1 percentage point parallel shift in the interest rate curve.
- The interest rate risk position includes interest-bearing liabilities (excluding leases), interest-bearing receivables, and interest rate swaps, however liquid funds are excluded.
- The income statement is affected by changes in the interest rates of floating-rate financial instruments except derivative financial instruments that are designated as and qualifying for cash flow hedges, which are recorded directly in equity.

The sensitivity analysis presented in the following table may not be representative, since Neste's exposure to market risks also arises from balance sheet items other than financial instruments, such as inventories. As the sensitivity analysis does not take into account future cash flows, which Neste hedges in significant volumes, it only reflects the change in fair value of hedging instruments. In addition, the size of the exposure sensitive to changes in the EUR/USD exchange rate varies significantly, so the position on the balance sheet date may not be representative for the financial period on average. Equity in the following table includes items which are recorded directly in equity. Items affecting the consolidated statement of income are not included in equity.

Sensitivity to market risk arising from financial instruments as required by IFRS 7		2025		2024	
		Income statement	Equity	Income statement	Equity
+/- 20% change in oil price <sup>1)</sup>	EUR million	+/-91	+/-0	+/-25	+/-0
+/- 10% change in EUR/USD exchange rate	EUR million	+103/-125	+118/-145	+114/-139	+143/-143
+/- 1% parallel shift in interest rates	EUR million	-/+11	+/-1	-/+14	+/-1

<sup>1)</sup> Includes crude oil, refined oil products and vegetable oil derivatives

## Liquidity and refinancing risks

Liquidity risk is defined as financial distress or extraordinarily high financing costs due to a shortage of liquid funds in a situation where business conditions unexpectedly deteriorate and require financing. The objective of liquidity risk management is to maintain sufficient liquidity at all times to prevent financial distress.

Neste's principal source of liquidity is expected to be cash generated from operations. In addition, Neste seeks to reduce liquidity and refinancing risks by maintaining a diversified maturity profile in its loan portfolio. Certain other limits have also been set to minimize liquidity and refinancing risks. The amount of short-term financing is limited to the greater of the following: EUR 500 million or 30% of total interest-bearing liabilities. Unused committed credit facilities together with cash must always be at a minimum EUR 700 million and sufficient to cover all forecasted negative free cash flows and interest-bearing liabilities maturing within the next 12-month period.

The average loan maturity as of 31 December 2025 was 3.9 years (2024: 4.1 years). The most important financing programs in place are committed revolving multicurrency credit agreement of EUR 1,300 million, other committed revolving credit agreements totaling EUR 750 million, overdraft facilities totaling EUR 150 million and uncommitted domestic commercial paper program of EUR 400 million. The EUR 1,300 million revolving multicurrency credit agreement signed in 2025 for general corporate purposes will expire in April, 2030. Other committed revolving credit agreements, totaling EUR 750 million, will expire during years 2027–2028.

Liquid funds and committed unutilized credit facilities	31 Dec 2025	31 Dec 2024
Liquid funds	1,367	955
Overdraft and revolving credit facilities, expiring within one year	150	242
Revolving credit facility, expiring beyond one year	2,050	1,683
Total	3,567	2,880
In addition: unused commercial paper program (uncommitted)	400	89

<b>Maturity profile of financial liabilities based on contractual payments 31 Dec 2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031-</b>	<b>Total</b>
Trade payables and other liabilities	2,287	1	17	1	1	12	2,319
Interest-bearing liabilities							
Bonds <sup>1)</sup>	0	0	500	500	700	1,100	2,800
Loans from financial institutions	265	248	500	200	200	0	1,413
Lease liabilities <sup>2)</sup>	205	133	108	83	49	367	945
Commercial papers	0	0	0	0	0	0	0
Other loans	1	0	0	30	0	0	31
Interest of lease liabilities	48	40	34	29	26	197	374
Interest of other liabilities	120	116	100	84	81	135	636
Total	2,926	538	1,259	927	1,056	1,812	8,518
Commodity derivatives	106	3					108
Interest rate swaps	1	1	0	0	0	0	2
Gross settled forward foreign exchange contracts							
- inflow (-)	-2,038						-2,038
- outflow	2,062						2,062
Derivatives total	130	3	0	0	0	0	134

<sup>1)</sup>Refer to Note 21 Financial liabilities for further information <sup>2)</sup>Refer to Note 29 Leases for further information

<b>Maturity profile of financial liabilities based on contractual payments 31 Dec 2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030-</b>	<b>Total</b>
Trade payables and other liabilities	2,092	1	1	15	1	13	2,124
Interest-bearing liabilities							
Bonds <sup>1)</sup>	0	0	0	500	500	1,100	2,100
Loans from financial institutions	253	156	773	0	200	200	1,582
Lease liabilities <sup>2)</sup>	224	160	107	85	68	470	1,114
Commercial papers	307	0	0	0	0	0	307
Other loans	1	0	0	0	30	0	31
Interest of lease liabilities	54	46	40	35	31	323	528
Interest of other liabilities	120	116	100	84	81	135	636
Total	3,052	479	1,021	719	910	2,241	8,423
Commodity derivatives	83	2	0	0	0	0	84
Interest rate swaps	0	2	1	1	1	0	6
Gross settled forward foreign exchange contracts							
- inflow (-)	-3,636	0	0	0	0	0	-3,636
- outflow	3,783	0	0	0	0	0	3,783
Derivatives total	230	4	1	1	1	0	237

<sup>1)</sup>Refer to Note 21 Financial liabilities for further information <sup>2)</sup>Refer to Note 29 Leases for further information

As described in Note 21, Neste also participates in supplier finance arrangements with the principal purpose of facilitating efficient payment processing of supplier invoices. Under the arrangements the supplier may elect to receive early payment from the financial institution by selling its receivables from Neste. On average, the payment terms for invoices relating to participating suppliers are extended by 60 days compared to the normal terms agreed with other suppliers individually.

Neste maintains sufficient cash and unused committed credit facilities to reduce the refinancing risk in relation to the supplier finance arrangement.

### Credit and counterparty risk

Counterparty risk arises from all business relationships, where Neste is exposed to the counterparty's failure to perform according to Neste's requirements and contractual commitments. The risk arises especially from sales, supply, hedging and trading transactions as well as from cash investments. Risk magnitude depends on the size of the business exposure and creditworthiness of the counterparty. The objective of counterparty and credit risk management is to prevent and minimize the losses incurred as a result of a counterparty not fulfilling its obligations. Limits, mandates and management principles for counterparty and credit risk are covered in the Corporate risk management policy and separate principle and instruction-level documents. Credit risk limits are set at the Group level, designated by different levels of authorization and delegated to Neste's reporting segments, which are responsible for counterparty risk management within these limits.

When determining the credit lines for sales contracts, counterparties are screened and evaluated vis-à-vis their creditworthiness to decide whether an open credit line is acceptable or collateral, for example, a letter of credit, bank guarantee or parent company

guarantee has to be posted. In the event that collateral is required credit risk is evaluated based on a financial evaluation of the party posting the collateral. If appropriate in terms of the potential credit risk associated with a specific customer, advance payment is required before delivery of products or services. In addition, Neste may reduce its counterparty risks by selling trade receivables to a third party, e.g. a bank.

Neste risk management policy divides credit lines for counterparties into following categories according to contract type: physical sales transactions, derivative transactions and financial transactions. In each of the categories counterparty credit limits and decision making mandates are determined separately for counterparties rated by general rating agencies and unrated counterparties. For OTC (over-the-counter) derivative financial instrument contracts, Neste has negotiated framework agreements in the form of the ISDA (International Swaps and Derivatives Association) master agreement with the main counterparties concerning commodity, emission allowance, currency and interest rate derivative financial instruments. These contracts permit netting and allow for termination of the contract on the occurrence of certain events of defaults and termination events. Some of these agreements include Credit Support Annexes (CSA) with the aim of reducing credit and counterparty risk by requiring margin call deposits in the form of cash or letter of credit for balances exceeding the mutually agreed limit. At the end of December 2025, Neste had received EUR 1 million in cash collateral (2024: EUR 1 million) and EUR 0 million letter of credit (2024: EUR 0 million) due to CSA agreements. Neste had issued EUR 5 million in cash collateral (2024: EUR 21 million) and EUR 0 million letter of credit (2024: EUR 0 million) due to CSA agreements.

	31 Dec 2025				31 Dec 2024			
	Financial assets		Financial liabilities		Financial assets		Financial liabilities	
	Derivatives	Trade receivables	Derivatives	Trade payables	Derivatives	Trade receivables	Derivatives	Trade payables
<b>Financial impact of netting for instruments subject to an enforceable master netting agreement (or similar)</b>								
Gross amount of recognized financial instruments	119	0	134	13	145	18	238	3
Related liabilities or assets subject to master netting agreements	89	0	89	0	128	0	128	0
CSA agreements	1	0	5	0	1	0	21	0
Net exposure	29	0	40	13	16	18	89	3

Neste subsidiaries are required to deposit their excess cash balances with the Group Treasury on an ongoing basis in order to provide sufficient visibility and management of Neste's cash balance and risks associated with it.

As for counterparty risk management, the minimum credit rating requirement for companies providing insurance for Neste Group is defined in the insurance principles.

Neste has a large number of different international counterparties. As to the range of counterparties, the most significant types are primarily large international oil companies and financial institutions. Neste's exposure to unexpected credit losses within one reporting segment may increase with the concentration of credit risk through a number of counterparties operating in the same industry sector or geographical area, which may be adversely affected by changes in economic, political or other conditions. These risks are reduced by taking concentration risks into consideration in credit decisions.

Counterparties to contracts comprising derivative financial instruments exposure on 31 December 2025: over 85% of the counterparties or their parent companies related to commodity derivative contracts have investment-grade rating from an established international credit rating agency. Respectively, Group Treasury & Risk Management had an exposure for currency and interest rate derivative contracts as of 31 December 2025 with banks, of which all have investment-grade rating at a minimum. Commodity derivative transactions are also done through exchanges.

Neste assesses expected credit losses and calculates impairment loss from trade receivables based on historical credit loss experience combined with current conditions and forward-looking macroeconomic analysis. Analysis is conducted utilizing industry outlook and economic forecasts from various data sources. Neste has chosen a cautious expected credit loss calculation as indicated by the low level of actual historical credit losses compared to the expected credit loss provision. The receivables have been divided in aging buckets and segments depending on business area and geographic region, in addition to which they are assessed case by case. Impairment loss from trade receivables for the period is EUR 38 million (2024: EUR 14 million).

<b>Analysis of trade receivables by age</b>	<b>31 Dec 2025</b>	<b>31 Dec 2024</b>
not past due	968	1,100
1–30 days overdue	74	111
31–60 days overdue	5	7
61–90 days overdue	7	11
91–180 days overdue	27	4
more than 180 days overdue <sup>1)</sup>	46	85
Trade receivables – Net	1,128	1,319

<sup>1)</sup> Blender's Tax Credit receivables from the US tax authorities on 31 December 2025 were EUR 49 million (2024: EUR 200 million), of which EUR 41 million (2024: EUR 76 million) was more than 180 days overdue.

Trade receivables and contract assets are written off when there is no reasonable expectation of recovery. Indications that there is no reasonable expectation of recovery may be, e.g. a debtor failing to engage in a repayment plan with the company, or a debtor failing to make contractual payments more than 180 days past due. However, the write-offs are interpreted case by case and thus if there is a high probability that the receivable will still be paid, no write-off is made. For all bankruptcies and debt restructurings, Neste makes an immediate write-off. Where trade receivables or contract assets have been written off, the company continues to engage in enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognized in profit or loss as a reversal of the write-off.

## Capital risk management

Neste's objective when managing capital is to secure a capital structure that ensures access to capital markets at all times despite the business cycle of the industry in which Neste operates. Neste seeks to maintain a capital structure consistent with an investment-grade rating. The capital structure of Neste is reviewed by the Board of Directors on a regular basis.

Neste monitors its capital on the basis of leverage ratio, the ratio of interest-bearing net debt to interest-bearing net debt plus total equity. Interest-bearing net debt is calculated as interest-bearing liabilities less liquid funds. Over the cycle, Neste's leverage ratio is likely to fluctuate, and it is Neste's objective to maintain the leverage ratio below 40%.

The leverage ratio	31 Dec 2025	31 Dec 2024
Total interest-bearing liabilities	5,183	5,147
Liquid funds	1,367	955
Interest-bearing net debt	3,817	4,192
Total equity	7,314	7,417
Interest-bearing net debt and total equity	11,130	11,609
Leverage ratio	34.3%	36.1%

Reconciliation of interest-bearing net debt	Cash and cash equivalents	Liquid investments	Lease liabilities	Borrowings	Total
Net debt as of 1 January 2025	-955	0	1,114	4,034	4,192
Cash flows	-447	0	-275	80	-642
New lease liabilities	0	0	254	0	254
Acquisitions and disposals	0	0	0	0	0
Foreign exchange differences	35	0	-75	-20	-60
Other non-cash movements	0	0	-72	144	72
Net debt as of 31 December 2025	-1,367	0	945	4,238	3,817

Reconciliation of interest-bearing net debt	Cash and cash equivalents	Liquid investments	Lease liabilities	Borrowings	Total
Net debt as of 1 January 2024	-1,575	-5	967	3,101	2,488
Cash flows	655	5	-278	943	1,325
New lease liabilities	0	0	420	0	420
Acquisitions and disposals	0	0	0	0	0
Foreign exchange differences	-36	0	11	-10	-35
Other non-cash movements	0	0	-6	0	-6
Net debt as of 31 December 2024	-955	0	1,114	4,034	4,192

## 4 Segment information

### Accounting policy

Neste's operations are divided into three operating segments: Renewable Products, Oil Products, Marketing & Services. The performance of the reporting segments is reviewed regularly by the chief operating decision-maker, Neste's President & CEO, to assess performance and to decide on allocation of resources. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker.

The segments' operating results are measured based on comparable EBITDA. The accounting policies applicable to the segment reporting are the same as those used in the Neste's consolidated financial statements. All inter-segment transactions are on an arm's length basis and are eliminated in consolidation. Segment operating profit includes realized gains and losses from foreign currency and commodity derivative contracts hedging cash flows of commercial sales and purchases that have been recognized in the consolidated statement of income.

Segments' operating assets and liabilities consist of assets and liabilities utilized in the segments' business operations. Assets consist primarily of property, plant and equipment, goodwill, intangible assets, investments in associates and joint ventures, inventories and operative receivables. They exclude current and deferred taxes, interest-bearing receivables, and derivative financial instruments designated as hedges of forecasted future cash flows. Segment operative liabilities consist of operative liabilities, pension liabilities, current and non-current lease liabilities and provisions; and exclude items such as current and deferred taxes, interest-bearing liabilities, and derivative financial instruments designated as hedges of forecasted future cash flows.

### Neste's business structure

Neste's organization consists of three business areas and three functions. The business areas act as profit centers and are responsible for their customers, products, and business development. Business areas are Renewable Products, Oil Products, and Marketing & Services. The functions are COO Office, CFO Office and People & Culture. The functions are responsible for supporting business areas and other organizations, and ensuring their cost efficiency, transparency, and harmonization of processes across the company, and for overseeing the use and sufficiency of Neste's resources.

## Operating segments

Operating segments are engaged in the following key business activities:

**Renewable Products segment** produces, markets and sells renewable diesel, sustainable aviation fuel (SAF) and related solutions to business customers, as well as domestic and international wholesale markets. Renewable products are produced at Neste's refineries in Finland, the Netherlands and Singapore, as well as through a joint operation with Marathon Petroleum in Martinez, California, the US, from renewable raw materials with an annual nameplate capacity of approximately 5.5 million tons. When completed, Neste's Rotterdam refinery capacity expansion project will further increase the company's total annual production capacity of renewable products to 6.8 million tons in 2027. Renewable Products segment is assessed to contain taxonomy-eligible and -aligned economic activities based on the Climate Delegated Act of the Taxonomy Regulation.

Neste's calculations related to its carbon handprint and the EU Taxonomy eligibility and alignment figures are mainly based on Renewable Products segment figures. More information about sustainability at Neste including climate-related matters can be found in the Annual review and the Sustainability statement (CSRD) in the Review by the Board of Directors.

**Oil Products segment** produces, markets and sells an extensive range of high-quality oil products and related services to a global customer base. The product range includes diesel, gasoline, aviation and marine fuels, light and heavy fuel oils, gasoline components, special fuels, such as small-engine gasoline, solvents, and liquid gases. Oil products are refined at Neste's refinery in Porvoo, Finland.

**Marketing & Services segment** markets and sells lower-emission fuels and high-quality oil products and associated digital solutions to its customers in Finland, Estonia, Latvia, and Lithuania. The most important customers include consumers, transport service providers, customers in aviation, shipping, industrial and agricultural sectors, municipalities and heating fuel customers. Transport fuels, high power EV charging services and other services are marketed through Neste's own station network in Finland and the Baltics.

'Others' consist of common corporate and functional costs.

The operating segments presented above do not include any segments which are formed by aggregating two or more smaller segments.

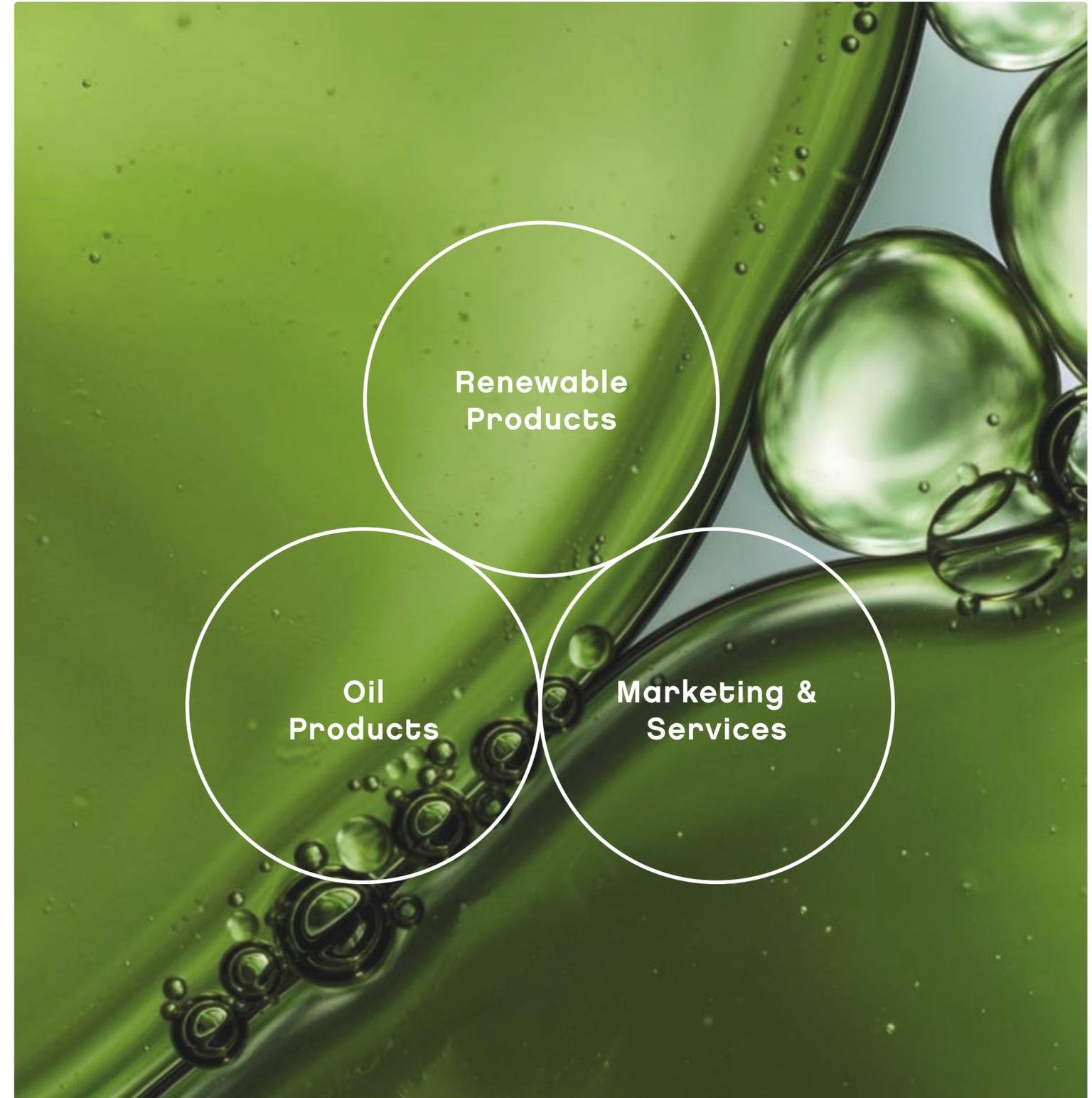
The 'other expenses' included in the consolidated statement of income for each business segment includes the following major items:

**Renewable Products:** repairs and maintenance, planning and consulting services, rents and other property costs, travel, HSE and marketing costs, and insurance premiums.

**Oil Products:** repairs and maintenance, planning and consulting services, rents and other property costs, travel and HSE costs and insurance premiums.

**Marketing & Services:** repairs and maintenance, rents and other property costs and marketing costs.

Neste's customer structure in 2025 and 2024 did not result in any major concentration in any given geographical area or operating segment.



Information about Nestlé's operating segments as of and for the years ended December 31, 2025 and 2024 is presented in the following tables:

<b>2025</b>	<b>Renewable Products <sup>1)</sup></b>	<b>Oil Products</b>	<b>Marketing &amp; Services</b>	<b>Others</b>	<b>Eliminations</b>	<b>Group</b>	<b>Note</b>
<b>IS</b> External revenue	7,817	6,920	4,272	7	0	19,016	
Internal revenue	278	2,403	37	160	-2,878	0	
<b>IS</b> Total revenue	8,095	9,322	4,310	166	-2,878	19,016	5
<b>IS</b> Other income	48	60	5	37	-25	125	6
<b>IS, CF</b> Share of profit (loss) of associates and joint ventures	-4	11	0	0	0	7	15
<b>IS</b> Materials and services	-6,644	-8,353	-4,089	-6	2,720	-16,372	7
<b>IS</b> Employee benefit costs	-247	-133	-34	-170	0	-584	8
<b>IS, CF</b> Depreciation, amortization and impairments	-567	-314	-27	-32	5	-934	
<b>IS</b> Other expenses	-530	-268	-82	-58	184	-753	9
<b>IS</b> Operating profit <sup>1)</sup>	151	325	82	-62	6	503	
<b>IS</b> Financial income and expense						-304	10
<b>IS</b> Profit before income taxes						199	
<b>IS</b> Income tax expense						-55	11
<b>IS</b> Profit for the period						144	
Comparable EBITDA	764	808	111	-1	1	1,683	
inventory valuation gains/losses	2	-161	0	0	0	-159	
changes in the fair value of open commodity and currency derivatives	-44	3	0	0	0	-42	
capital gains and losses	0	3	0	2	0	4	
other adjustments	-4	-13	-2	-30	0	-49	
EBITDA	718	639	109	-30	1	1,438	
<b>IS, CF</b> Depreciation, amortization and impairments	-567	-314	-27	-32	5	-934	
<b>IS</b> Operating profit	151	325	82	-62	6	503	

<sup>1)</sup> The Clean Fuel Production Credit (CFPC) contribution was EUR 126 million and the US Blender's Tax Credit (BTC) contribution was EUR 27 million to the Renewable Products' operating profit in 2025. More information about biofuel credits and tax credits in general in addition with their accounting policies, sold volumes and average prices can be found in Note 5 Revenue.

<b>2025</b>	<b>Renewable Products</b>	<b>Oil Products</b>	<b>Marketing &amp; Services</b>	<b>Others</b>	<b>Eliminations</b>	<b>Group</b>	<b>Note</b>
Capital expenditure and investments in shares	928	270	34	22	0	1,253	
Segment operating assets	10,038	3,217	558	259	-250	13,821	
<b>BS</b> Investments in associates and joint ventures	22	32	0	0	0	54	15
<b>BS</b> Deferred tax assets						221	11
Unallocated assets						1,653	
<b>BS</b> Total assets	10,060	3,249	558	259	-250	15,749	
Segment operating liabilities	1,979	1,347	403	196	-250	3,674	
<b>BS</b> Deferred tax liabilities						370	11
Unallocated liabilities						4,391	
<b>BS</b> Total liabilities	1,979	1,347	403	196	-250	8,435	
Segment net assets	8,863	1,999	215	70	0	11,146	
Return on net assets, %	1.7	15.0	39.6				
Comparable return on net assets, %	2.2	22.7	40.5				

<b>2024</b>	<b>Renewable Products <sup>1)</sup></b>	<b>Oil Products</b>	<b>Marketing &amp; Services</b>	<b>Others</b>	<b>Eliminations</b>	<b>Group</b>	<b>Note</b>
<b>IS</b> External revenue	7,075	8,904	4,645	11	0	20,635	
Internal revenue	246	2,925	42	114	-3,326	0	
<b>IS</b> Total revenue	7,321	11,829	4,687	125	-3,326	20,635	5
<b>IS</b> Other income	22	22	5	33	-27	54	6
<b>IS, CF</b> Share of profit (loss) of associates and joint ventures	-6	-2	0	0	0	-9	15
<b>IS</b> Materials and services	-6,289	-10,839	-4,475	-12	3,228	-18,388	7
<b>IS</b> Employee benefit costs	-257	-135	-33	-156	0	-582	8
<b>IS, CF</b> Depreciation, amortization and impairments	-589	-322	-28	-41	0	-980	
<b>IS</b> Other expenses	-549	-207	-83	1	132	-706	9
<b>IS</b> Operating profit <sup>1)</sup>	-347	345	72	-51	6	25	
<b>IS</b> Financial income and expense						-138	10
<b>IS</b> Profit before income taxes						-113	
<b>IS</b> Income tax expense						19	11
<b>IS</b> Profit for the period						-95	
Comparable EBITDA	514	633	101	-1	6	1,252	
inventory valuation gains/losses	-352	-7	0	0	0	-359	
changes in the fair value of open commodity and currency derivatives	86	-2	0	0	0	84	
capital gains and losses	0	-2	0	0	0	-2	
other adjustments	-6	45	-1	-9	0	29	
EBITDA	242	667	100	-10	6	1,005	
<b>IS, CF</b> Depreciation, amortization and impairments	-589	-322	-28	-41	0	-980	
<b>IS</b> Operating profit	-347	345	72	-51	6	25	

<sup>1)</sup>The US Blender's Tax Credit (BTC) contribution was EUR 590 million to the Renewable Products' operating profit in 2024. More information about biofuel credits and tax credits in general in addition with their accounting policies, sold volumes and average prices can be found in Note 5 Revenue.

<b>2024</b>	<b>Renewable Products</b>	<b>Oil Products</b>	<b>Marketing &amp; Services</b>	<b>Others</b>	<b>Eliminations</b>	<b>Group</b>	<b>Note</b>
Capital expenditure and investments in shares	1,446	453	39	69	0	2,006	
Segment operating assets	9,911	3,560	559	357	-333	14,053	
<b>BS</b> Investments in associates and joint ventures	32	21	0	0	0	53	15
<b>BS</b> Deferred tax assets						222	11
Unallocated assets						1,252	
<b>BS</b> Total assets	9,943	3,581	559	357	-333	15,581	
Segment operating liabilities	1,891	1,310	421	280	-328	3,574	
<b>BS</b> Deferred tax liabilities						335	11
Unallocated liabilities						4,255	
<b>BS</b> Total liabilities	1,891	1,310	421	280	-328	8,164	
Segment net assets	9,064	2,300	198	88	-5	11,646	
Return on net assets, %	-4.0	14.0	30.9				
Comparable return on net assets, %	-0.9	13.2	31.4				

## Geographical information

Neste operates production facilities in Finland, Singapore, the Netherlands and in the USA and its retail sales network in Finland, Estonia, Latvia and Lithuania. The following table provides information on Neste's revenue, which is allocated based on the country of destination, irrespective of the origin of the goods or services, and non-current assets and capital expenditure, which are allocated based on where the assets are located.

Non-current assets consist of goodwill, intangible assets, property, plant and equipment and investments in associates and joint ventures. 'Other Nordic countries' includes Sweden, Norway, Denmark and Iceland. 'Baltic rim' includes Estonia, Latvia, Lithuania and Poland. Neste's activities in this geographical area consists mainly of retail activities in the aforementioned countries.

<b>2025</b>	<b>Finland</b>	<b>Other Nordic countries</b>	<b>Baltic rim</b>	<b>Other European countries</b>	<b>USA</b>	<b>Other countries</b>	<b>Group</b>
<b>IS</b> Revenue by destination	4,855	2,312	2,044	6,054	3,285	465	19,016
Non-current assets	2,679	2	74	3,469	1,427	1,920	9,571
Capital expenditure	380	0	5	761	45	61	1,253

<b>2024</b>	<b>Finland</b>	<b>Other Nordic countries</b>	<b>Baltic rim</b>	<b>Other European countries</b>	<b>USA</b>	<b>Other countries</b>	<b>Group</b>
<b>IS</b> Revenue by destination	5,641	1,911	1,763	4,236	6,242	841	20,635
Non-current assets	2,763	3	79	2,835	1,865	2,059	9,603
Capital expenditure	678	3	8	966	165	187	2,006

## 5 Revenue

### Accounting policy

Revenue from contracts with customers is recognized when or as Neste satisfies a performance obligation by transferring control of a promised good or service to a customer. A customer obtains control when it has the ability to direct the use of and obtain the benefits from the good or service, either over time or at a point in time. Neste principally satisfies its performance obligations at a point in time. The amounts of revenue recognized relating to performance obligations satisfied over time are not significant.

When, or as, a performance obligation is satisfied, Neste recognizes as revenue the amount of the transaction price that is allocated to that performance obligation. The transaction price is the amount of consideration to which Neste expects to be entitled in exchange for the promised goods or services. The transaction price is allocated to the performance obligations in the contract based on the standalone selling prices of the goods or services promised.

Timing for revenue recognized at a point in time is typically when control has been transferred based on the delivery terms used. A receivable is recognized when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Revenue recognized over time is measured in accordance with the input method (progress measured based on costs incurred) when the outcome of the contract can be estimated reliably. Neste uses an input method in measuring progress of the services because there is a direct relationship between Neste's effort and the transfer of service to the customer. When the outcome cannot be reliably determined, the costs arising are expensed in the same financial period in which they occur, but the revenue is recorded only to the extent that the company will receive an amount corresponding to actual costs. Any losses are expensed immediately.

Neste provides its customers with standard payment terms. If extended payment terms exceeding one year are offered to customers, the invoiced amount is discounted to its present value and interest income is recognized over the credit term.

Revenue is presented net of indirect sales taxes such as value added tax and statutory stockpiling fees, penalties and discounts.

### Biofuel credits

Neste earns biofuel credits in the US in the form of California Low Carbon Fuel Standard credits (LCFS) and Renewable Identification Numbers (RINs) which are recognized in revenue. Neste considers biofuel credits as assets created under various government programs to incentivize renewable fuel supply and recognizes them as government grants upon generation and as revenue when sold to third parties.

The LCFS (Low Carbon Fuel Standard) is designed to reduce greenhouse gas (GHG) emissions from the transportation sector. Established by the California Air Resources Board (CARB), the target is to lower the carbon intensity (CI) of transportation fuels used within the state. Credits are earned by producing fuels with CI levels which are below the set target. A Renewable Identification Number (or RIN) is a serial number assigned to a batch of biofuel for the purpose of tracking its production, use, and trading. RINs are earned when either producing or importing renewable fuels that meet the United States Environmental Protection Agency's (EPA) eligibility criteria. Both LCFS credits and RINs are actively traded in the market.

Blender's Tax Credit (BTC) and Clean Fuel Production Credit (CFPC) are accounted similar to biofuel credits. Neste considers these also as assets created under various government programs to incentivize renewable fuel supply and production, and recognizes them upon generation and revenue is recognized when sold to third parties. The BTC expired at the end of 2024 for renewable diesel and at the end of September 2025 for sustainable aviation fuel. The CFPC replaced BTC in 2025. CFPC is earned from qualifying sales of low-carbon transportation fuel produced.

### Estimates and judgements requiring management estimation

Some of Neste's contracts may involve elements of variable considerations, such as rebates, bonuses or penalties. The variable consideration is estimated by using either the expected value or the most likely amount –method, depending on the type of variable element and related contractual terms and conditions. Amount of variable consideration is included in the transaction price only to the extent that management considers it is highly probable that a significant reversal of revenue does not occur later.

As CFPC is not in the scope of IFRS standards, management has developed an accounting policy to be applied. Management has decided to recognize CFPC similar to biofuel credits since management considers CFPCs also as assets created under government program to incentivize renewable fuel supply and production. Thus, Neste recognizes them upon generation and revenue is recognized when sold to third parties.

Revenue by category	2025					2024				
	Renewable Products	Oil Products	Marketing & Services	Others	Total	Renewable Products	Oil Products	Marketing & Services	Others	Total
<b>External revenue</b>										
Fuels	7,273	6,428	4,171	0	17,872	6,355	8,421	4,539	0	19,315
Middle distillates <sup>1)</sup>	7,133	3,600	3,279	0	14,012	6,203	4,650	3,596	0	14,449
Light distillates <sup>2)</sup>	140	2,469	889	0	3,498	153	3,161	938	0	4,252
Heavy fuel oil	0	359	4	0	363	0	610	5	0	615
Other products	515	358	93	0	966	681	359	96	0	1,136
Other services	30	133	8	7	177	38	124	10	11	183
<b>IS Total</b>	<b>7,817</b>	<b>6,920</b>	<b>4,272</b>	<b>7</b>	<b>19,016</b>	<b>7,075</b>	<b>8,904</b>	<b>4,645</b>	<b>11</b>	<b>20,635</b>

<sup>1)</sup> Middle distillates comprise diesel, jet fuels, low sulphur marine fuels, heating oil, renewable fuels, and sustainable aviation fuels (SAF).

<sup>2)</sup> Light distillates comprise motor gasoline, gasoline components, liquefied petroleum gas, renewable naphtha, and biopropane.

RINs (Renewable Identification Number), LCFS (Low Carbon Fuels Standard) credits, CFPCs (Clean Fuel Production Credits), and BTCs (Blender's Tax Credits) are included in the corresponding fuel categories in the Renewable Products segment.

Fuels category includes product sales from Neste's own refineries, other production facilities and retail stations as well as other sale of petroleum products, feedstock, raw materials and oil trading. Excise taxes included in the retail selling price of finished oil products amounting to EUR 1,412 million (2024: EUR 1,422 million) are included in the Middle distillates amount. The corresponding amount is included in the purchase price of petroleum products and included in Materials and Services, in Note 7.

Oil trading included in the Fuels category comprise of result from physical trading activities conducted on international and regional markets by taking delivery of and selling petroleum products and raw materials within a short period of time for the purpose of generating a profit from short-term fluctuations in product and raw material prices and margins.

Net gains and losses on sales-related derivatives qualifying for cash flow hedge accounting are included in revenue amounting to EUR 81 million (2024: EUR -23 million).

Timing of revenue recognition	2025					2024				
	Renewable Products	Oil Products	Marketing & Services	Others	Total	Renewable Products	Oil Products	Marketing & Services	Others	Total
<b>External revenue</b>										
Goods transferred at point in time	7,787	6,787	4,265	0	18,838	7,037	8,780	4,635	0	20,452
Services transferred at point in time	30	133	8	3	174	38	124	10	1	173
Services transferred over time	0	0	0	4	4	0	0	0	10	10
<b>IS Total</b>	<b>7,817</b>	<b>6,920</b>	<b>4,272</b>	<b>7</b>	<b>19,016</b>	<b>7,075</b>	<b>8,904</b>	<b>4,645</b>	<b>11</b>	<b>20,635</b>

Revenue by operating segment 2025	Renewable Products	Oil Products	Marketing & Services	Others	Eliminations	Total
External revenue	7,817	6,920	4,272	7	0	19,016
Internal revenue	278	2,403	37	160	-2,878	0
<b>IS Total revenue</b>	<b>8,095</b>	<b>9,322</b>	<b>4,310</b>	<b>166</b>	<b>-2,878</b>	<b>19,016</b>

Revenue by operating segment 2024	Renewable Products	Oil Products	Marketing & Services	Others	Eliminations	Total
External revenue	7,075	8,904	4,645	11	0	20,635
Internal revenue	246	2,925	42	114	-3,326	0
<b>IS Total revenue</b>	<b>7,321</b>	<b>11,829</b>	<b>4,687</b>	<b>125</b>	<b>-3,326</b>	<b>20,635</b>

Revenue by operating destination	2025					2024				
	Renewable Products	Oil Products	Marketing & Services	Others	Total	Renewable Products	Oil Products	Marketing & Services	Others	Total
<b>External revenue</b>										
Finland	289	1,267	3,293	7	4,855	172	1,849	3,609	11	5,641
Other Nordic countries	966	1,344	2	0	2,312	722	1,187	2	0	1,911
Baltic Rim	98	971	975	0	2,044	56	676	1,031	0	1,763
Other European countries	3,761	2,291	3	0	6,054	2,392	1,841	3	0	4,236
USA	2,485	800	0	0	3,285	3,556	2,687	0	0	6,242
Other countries	219	246	0	0	465	177	664	0	0	841
<b>IS Total</b>	<b>7,817</b>	<b>6,920</b>	<b>4,272</b>	<b>7</b>	<b>19,016</b>	<b>7,075</b>	<b>8,904</b>	<b>4,645</b>	<b>11</b>	<b>20,635</b>

### Biofuel credits

Key drivers	2025	2024
Biomass-based diesel (D4) RIN, USD/RIN	1.01	0.59
California LCFS Credit, USD/CO <sub>2</sub> ton	56	60
Number of sold RIN Credits (1,000)	617,792	1,161,628
Number of sold LCFS Credits (1,000)	2,996	2,886

## 6 Other income

### Accounting policy

Revenue from activities outside normal operations is reported in other income. This includes items such as government grants, insurance compensations, rental income and capital gains on disposal of non-current assets.

	2025	2024
Government grants	20	19
Insurance compensations	27	11
Rental income	21	7
Settlements	41	4
Capital gains on disposal of non-current assets	5	3
Other	11	11
<b>IS Other income</b>	<b>125</b>	<b>54</b>

Government grants relate mainly to innovation subsidies, and grants to shipping operations, which are entitled to apply for certain grants based on Finnish legislation.

## 7 Materials and services

### Accounting policy

Materials and supplies include the direct and indirect costs of purchase of raw materials, finished goods and other supplies used in the production. External services consist primarily of subcontracting and other production-related services.

### Emission allowances

The difference between emissions generated and emission allowances received, as well as any change in the probable amount of the provision, are reflected in the operating profit. Refer to Note 13 Goodwill and intangible assets and Note 22 Provisions for further information.

	2025	2024
Materials and supplies	16,393	17,821
Change in inventories	-56	497
External services	35	70
<b>IS Materials and services</b>	<b>16,372</b>	<b>18,388</b>

Materials and supplies include excise taxes included in the retail selling price of petroleum products amounting to EUR 1,412 million (2024: EUR 1,422 million). The corresponding amount is included in Revenue in Note 5.

The new US tariffs established in 2025 have had limited direct impact on Neste. Energy products, including renewable fuels, have been excluded from the scope of the tariffs.

Neste has recognized EUR 35 million of expenses relating to emission allowances in Materials and supplies in 2025.

The net result of non-hedge accounted commodity and foreign exchange derivatives amounted to EUR -7 million (2024: EUR 2 million). Above-mentioned items are included in Materials and supplies.

Materials and supplies also include EUR 20 million (2024: EUR 17 million) of expenses related to lease contracts which are accounted for as an expense on a straight-line basis over the lease term. Refer to Note 29 Leases for further information.

## 8 Employee benefit costs

	2025	2024
Wages and salaries	487	500
Social security costs	29	28
Share-based payments	5	5
Pension costs – defined contribution plans	60	62
Pension costs – defined benefit plans	2	2
Wages and salaries capitalized in fixed assets	-13	-33
Other costs	15	18
<b>IS Employee benefit costs</b>	<b>584</b>	<b>582</b>

Wages, salaries and other compensation for key management are presented in Note 25 Related party transactions. Share-based payments are described in Note 24 Share-based payments and defined benefit plans in Note 23 Employee benefit obligations.

<b>Number of personnel (average)</b>	2025	2024
Renewable Products	1,894	2,046
Oil Products	1,350	1,301
Marketing & Services	424	424
Others	1,546	2,025
	5,214	5,796

## 9 Other expenses

	2025	2024
Repairs and maintenance	216	210
Services	294	328
Rents and other property costs	52	49
Insurances	36	50
Other	154	69
<b>IS Other expenses</b>	<b>753</b>	<b>706</b>

Services include planning and consulting services, IT services, information services, research and lab services and other services.

Rents and other property costs include EUR 16 million (2024: EUR 13 million) of expenses related to lease contracts which are accounted for as an expense on a straight-line basis over the lease term. Refer to Note 29 Leases for further information.

Other expenses include travel, health, safety, environmental, and marketing costs, as well as credit losses.

Research expenditure is recognized as an expense as incurred and included in other expenses in the consolidated statement of income.

<b>Fees charged by the statutory auditor</b>	2025	2024
Authorized Public Accountants	KPMG	KPMG
Audit fees	1.7	1.8
Sustainability reporting assurance	0.2	0.1
Tax advisory	0.2	0.6
Other advisory services	0.2	0.2
	2.4	2.8

KPMG Oy Ab's fees included 738 thousand euros (2024: 791 thousand euros) for audit and 37 (41) thousand euros for auditor's statements. Fees for sustainability reporting assurance, which were previously included in 'Auditor's statements', are now disclosed separately. Fees for the sustainability reporting assurance were 181 (119) thousand euros. Non-audit services to entities of Neste Group were 400 thousand euros (2024: 737 thousand euros) in total during the financial year 2025. These services included 209 (559) thousand euros tax advisory and 191 (178) thousand euros of other advisory services.

## 10 Financial income and expenses

	2025	2024
<b>Financial income</b>		
Income from financial assets at fair value through profit or loss	0	0
Interest income from financial assets at amortized cost	26	47
	27	47
<b>Financial expenses</b>		
Interest expenses		
Financial liabilities measured at amortized cost	-96	-87
Lease liabilities	-55	-60
Write-downs of loan receivables	-50	0
Other financial expenses	-5	-9
	-205	-156
<b>Exchange rate and fair value gains and losses</b>		
Exchange rate differences from financial instruments at amortized cost	-90	26
Fair value changes of foreign exchange derivatives through profit or loss (non-hedge accounted)	89	-62
Fair value changes of precious metal loans through profit or loss <sup>1)</sup>	-124	7
	-125	-29
<b>IS, CF Total financial income and expenses</b>	<b>-304</b>	<b>-138</b>

<sup>1)</sup>Includes the price and exchange rate changes of loan agreements for precious metals used in catalysts.

<b>Net gains/losses on financial instruments included in operating profit and fixed assets</b>	2025	2024
Foreign exchange derivatives, hedge accounted		
Included in revenue	81	-23
Foreign exchange derivatives, non-hedge accounted		
Included in materials and services	-35	-2
Commodity derivatives, non-hedge accounted		
Included in materials and services	28	4
	73	-21

## 11 Income taxes

### Accounting policy

Neste's income tax expenses include taxes of group companies calculated on the basis of the taxable profit for the period, adjustments for previous periods taxes, as well as the change in deferred income taxes. In respect of the deferred tax liability on undistributed foreign earnings, the amount recorded is based on expected circumstances and management's expectations regarding the profit distribution. For items recognized directly in equity or other comprehensive income, the income tax effect is similarly recognized.

If adjustments regarding uncertain tax positions (IFRIC 23) are made in situations where it is not likely that the tax authority and/or the court would accept a certain tax treatment, Neste will choose a method of recording the liability that best describes the realization of the uncertainty.

Deferred income taxes are stated using the balance sheet liability method, to reflect the net tax effect of temporary differences between the financial reporting and tax bases of assets and liabilities. Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized. Deferred income tax is determined using tax rates that are in force on the balance sheet date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled. Deferred tax balances are not discounted.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority. Deferred tax assets are recognized for tax loss carryforwards and other unused tax credits to the extent that the utilization of the related tax benefit through future taxable profits is probable.

Neste has determined that the global minimum top-up tax, which it is required to pay under Pillar Two legislation, is an income tax in the scope of IAS 12 and accounts for it as a current tax when it is incurred. Neste applies the IAS 12 exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

### Estimates and judgements requiring management estimation

Income tax liabilities and assets are recognized based on the amounts management expects to pay or recover.

Neste has deferred tax assets and liabilities which are expected to be realized through the consolidated statement of income over extended periods of time in the future. Neste management has made certain assumptions regarding future tax consequences and used certain estimates when calculating differences between carrying amounts of assets and liabilities and their tax bases. Key assumptions underlying tax calculations include e.g. likelihood that recoverability periods for tax loss carryforwards will not change, and that existing tax laws and rates remain unchanged into the foreseeable future. At each balance sheet date, management uses judgment to assess the recoverability of deferred tax assets. When circumstances indicate that it is no longer estimated probable that deferred tax assets can be recovered in the foreseeable future, balances are reduced to their recoverable amounts.

The major components of income tax expense	2025	2024
Current tax	-58	-22
Global minimum top-up tax	-1	0
Adjustments recognized for current tax for prior periods	0	-7
Change in deferred taxes	3	48
<b>IS</b> Income tax expense	-55	19

The reconciliation of income taxes to the Finnish corporate tax rate	2025	2024
<b>IS</b> Profit before income taxes	199	-113
Hypothetical income tax calculated at Finnish tax rate 20%	-40	23
Differences in tax rates in other countries	26	-17
Non-deductible expenses and other permanent differences	-11	-1
Tax exempt income	25	98
Tax on undistributed earnings	0	-1
Taxes for prior periods	-1	-9
Net results of associates and joint ventures	1	-2
Realisability of deferred tax assets	-56	-77
Global minimum top-up tax	-1	0
Other	0	5
<b>IS</b> Income tax expense	-55	19
Effective tax rate, %	28	17

In 2025, the Group's effective tax rate was primarily increased by the valuation of deferred tax assets. Majority of this EUR -56 million relates to a write-down that was recognized against deferred tax assets related to tax loss carryforwards in the USA, reflecting a revised assessment of their realisability in the foreseeable future. Additionally, the effective tax rate was notably decreased by tax exempt income EUR 25 million, which mainly relates to the US Clean Fuel Production Credit (CFPC), as this credit is treated as tax-exempt income for US federal income tax purposes.

Non-deductible expenses included a EUR -10 million tax impact arising from the write-down of a loan receivable. The global minimum tax (Pillar Two) rules are in force in several of the Group's jurisdictions, including Finland and Singapore. The impact from Pillar Two taxes in the 2025 financial statements amounted to EUR -1 million.

In 2024, the Group's effective tax rate was significantly decreased (EUR 98 million) by the US Blender's Tax Credit (BTC), as a portion of this credit was treated as tax-exempt income. Similar to 2025, the write-down of deferred tax assets related to tax loss carryforwards in the USA increased the effective tax rate.

<b>Changes in deferred tax assets and liabilities 2025</b>	<b>On 1 Jan 2025</b>	<b>Charged to Income Statement</b>	<b>Charged in Other comprehensive income</b>	<b>Exchange rate differences and other changes</b>	<b>On 31 Dec 2025</b>
Tax loss carried forward	407	-7	0	-44	356
Provisions	22	4	0	0	27
Pensions	15	-1	-1	0	13
Fixed assets	230	-10	0	-8	213
Derivative financial instruments	13	0	-13	0	0
Other temporary differences	42	2	0	-3	42
Total deferred tax assets	730	-11	-14	-54	651
Netting against liabilities	-508	47	0	31	-430
<b>BS</b> Deferred tax assets	222	36	-14	-23	221
Tax on undistributed earnings	10	2	0	0	12
Fixed assets	638	-27	0	-10	601
Derivative financial instruments	1	0	2	0	3
Investments in joint operations	176	6	0	-21	161
Other temporary differences	18	5	0	0	23
Total deferred tax liabilities	843	-14	2	-31	800
Netting against assets	-508	47	0	31	-430
<b>BS</b> Deferred tax liabilities	335	33	2	0	370

<b>Changes in deferred tax assets and liabilities 2024</b>	<b>On 1 Jan 2024</b>	<b>Charged to Income Statement</b>	<b>Charged in Other comprehensive income</b>	<b>Exchange rate differences and other changes</b>	<b>On 31 Dec 2024</b>
Tax loss carried forward	280	107	0	21	407
Provisions	34	-12	0	0	22
Pensions	18	-3	-1	0	15
Fixed assets	191	35	0	4	230
Derivative financial instruments	2	11	0	0	13
Other temporary differences	32	7	2	1	42
Total deferred tax assets	557	146	1	26	730
Netting against liabilities	-431	-61	0	-17	-508
<b>BS</b> Deferred tax assets	127	85	1	9	222
Tax on undistributed earnings	11	-1	0	0	10
Fixed assets	531	102	0	6	638
Derivative financial instruments	17	3	-19	0	1
Investments in joint operations	181	-16	0	11	176
Other temporary differences	8	10	0	0	18
Total deferred tax liabilities	747	98	-19	17	843
Netting against assets	-431	-60	0	-17	-508
<b>BS</b> Deferred tax liabilities	317	37	-19	0	335

The Group has accumulated tax losses of EUR 1,191 million (2024: EUR 1,143 million) for which no deferred tax asset has been recognized in the statement of financial position. The majority of these losses were generated in the USA, where deferred tax assets have not been fully recognized because the utilization of these losses is not considered probable in the foreseeable future. Under current US tax legislation, these tax losses may be carried forward indefinitely and do not expire.

The line item 'Investments in joint operations' includes temporary differences arising from the Group's interest in the joint operation, Martinez Renewables LLC.

The decrease in deferred tax assets and liabilities related to property, plant, and equipment is attributable to the reduction in leases accounted for under IFRS 16. Furthermore, deferred tax liabilities decreased due to the reversal of temporary differences related to tax depreciations.

A deferred tax liability has been recognized for undistributed earnings of subsidiaries where income taxes would be payable upon distribution.

Deferred tax recognized relating to components of other comprehensive income:

	2025		
	Before tax	Tax (charge) / credit	After tax
<b>OCI</b> Remeasurements of defined benefit plans	4	-1	3
<b>OCI</b> Net change of other investments at fair value	-7	0	-7
<b>OCI</b> Translation differences	-187	0	-187
Cash flow hedges			
<b>OCI</b> recorded in equity	189	-25	165
<b>OCI</b> transferred to income statement	-81	9	-72
<b>OCI</b> Share of other comprehensive income of investments accounted for using the equity method	0	0	0
<b>OCI</b> Other comprehensive income	-80	-16	-97

	2024		
	Before tax	Tax (charge) / credit	After tax
<b>OCI</b> Remeasurements of defined benefit plans	6	-1	5
<b>OCI</b> Net change of other investments at fair value	-19	4	-15
<b>OCI</b> Translation differences	100	0	100
Cash flow hedges			
<b>OCI</b> recorded in equity	-163	23	-141
<b>OCI</b> transferred to income statement	23	-4	19
<b>OCI</b> Share of other comprehensive income of investments accounted for using the equity method	-2	0	-2
<b>OCI</b> Other comprehensive income	-55	21	-34

## 12 Earnings per share and dividend per share

### Earnings per share

Basic earnings per share is calculated by dividing the profit for the period attributable to owners of the parent by the weighted average number of shares outstanding during the year. The dilutive effect of equity settled share-based payments is included in the computation of diluted earnings per share.

	2025	2024
<b>IS</b> Profit for the period attributable to owners of the parent, EUR million	144	-95
Weighted average number of shares outstanding during the year (thousands)	768,247	768,212
<b>IS</b> Basic earnings per share (euro per share)	0.19	-0.12
Effect of share-based incentive plans (thousands) <sup>1)</sup>	460	289
Diluted weighted average number of shares during the year (thousands)	768,707	768,501
<b>IS</b> Diluted earnings per share (euro per share)	0.19	-0.12

<sup>1)</sup> Effect of share-based incentive plans not taken into account in 2024 as the diluted earnings per share is negative.

### Dividend per share

The dividends paid in 2025 were EUR 0.20 per share, totaling EUR 154 million (2024: EUR 1.20 per share, totaling EUR 922 million). A dividend of EUR 0.20 per share, totaling approximately EUR 154 million, will be proposed at the Annual General Meeting on 25 March 2026. This dividend is not recognized in the financial statements.

## 13 Goodwill and intangible assets

### Accounting policy

#### Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of Neste's share of the net identifiable assets of the acquired business, subsidiary, joint operation, associate or joint venture at the date of acquisition. Separately recognized goodwill is tested for impairment and carried at cost, less accumulated impairment losses. Impairment testing is done annually and whenever there is an indication that the asset may be impaired. Impairment losses on goodwill are not reversed. Goodwill is allocated to cash-generating units for the purpose of impairment testing, using those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

The discount rates used in impairment testing of goodwill represent the WACC specified for the business area in question after tax. The WACC formula inputs are risk-free rate of return, market risk premium, industry-specific beta factor, target capital structure, borrowing cost and country risks. The WACC rate is specified separately for the cash-generating unit. WACC-% and growth rate are used purely for the impairment testing.

#### Intangible assets

Intangible assets are stated at historical cost and amortized in a straight-line method over expected useful lives. Intangible assets comprise the following:

#### Computer software

Computer software licenses are capitalized on the basis of the costs incurred to acquire and introduce the software in question. The costs include the software development employee costs and professional fees arising directly from bringing the asset to its working condition. Capitalization also depends on the technology used, e.g., cloud services are not capitalized. Costs are amortized over their estimated useful lives (three to five years). Costs associated with updates or maintaining computer software programs are recognized as an expense when they occur.

#### Trademarks and licenses

Trademarks and licenses have a definite useful life and are carried at cost less accumulated amortization. They are amortized over their estimated useful lives (three to ten years).

#### Emission allowances

Emission allowances, which are purchased to cover periods deficit, are recorded in intangible assets and measured at cost, and emission allowances received free of charge are recorded in their nominal value, i.e., at zero.

A provision is recognized to cover the obligation to buy emission allowances if emission allowances received free of charge and purchased emission allowances intended to cover the deficit do not cover actual emissions. The provision is measured at its probable settlement amount. The difference between emissions generated and emission allowances received, as well as any change in the probable amount of the provision, are reflected in the operating profit.

#### Impairment of non-financial assets

Intangible assets that have an indefinite useful life or intangible assets not ready to use are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized in the consolidated statement of income to the extent that the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Non-financial assets other than goodwill are reviewed for possible reversal of impairment recognised in prior periods at each reporting date.

#### Estimates and judgements requiring management estimation

Intangible assets as well as property, plant and equipment are always tested for impairment, when there is any indication that an asset may be impaired. When the recoverable amount of an asset is less than the carrying amount, an impairment loss is recognized as an expense immediately and the carrying amount is reduced to the asset's recoverable amount. Neste's management applies judgement in determining the depreciation methods and useful lives of assets. The useful lives are reviewed annually and when there is indication that an asset may be impaired.

Management has used judgement in determining Renewables Products as one of the cash-generating units and in choosing to determine the amounts recoverable from cash-generating units' operating activities based on value in use calculations. These calculations are based on estimated future cash flows in financial plans approved by Neste's management, covering a period of six years. Preparation of these estimates requires management to make assumptions relating to future expectations. The main assumptions are considered to be the sales margin and discount rate. Expectations are based on Neste's analysis which also considers publicly available information, e.g. regulations, to estimate industry's and Neste's business growth and changes in supply, demand and pricing.

The climate-related assumptions are included in the estimation of future cash flows which require making assumptions of the demand development and regulation changes affecting Renewable Products. These affect the assumptions of sales margins and nominal growth rate of the Renewable Products industry.

<b>2025</b>	<b>Goodwill</b>	<b>Intangible assets</b>	<b>Total</b>
Gross carrying amount on 1 January	516	559	1,075
Exchange rate differences	-36	-1	-37
<b>CF</b> Additions	0	12	12
Disposals	0	-9	-9
Reclassifications	0	5	5
Gross carrying amount on 31 December	480	566	1,046
Accumulated amortization and impairment losses on 1 January	2	395	396
Exchange rate differences	0	-2	-2
Disposals	0	-5	-5
Amortization and impairments for the period	0	48	48
Accumulated amortization and impairment losses on 31 December	2	436	437
<b>BS</b> Carrying amount on 1 January 2025	514	164	678
<b>BS</b> Carrying amount on 31 December 2025	478	130	608

<b>2024</b>	<b>Goodwill</b>	<b>Intangible assets</b>	<b>Total</b>
Gross carrying amount on 1 January	498	537	1,035
Exchange rate differences	19	4	23
<b>CF</b> Additions	0	27	27
Disposals	0	-10	-10
Gross carrying amount on 31 December	516	559	1,075
Accumulated amortization and impairment losses on 1 January	2	352	354
Exchange rate differences	0	1	1
Disposals	0	-10	-10
Amortization and impairments for the period	0	51	51
Accumulated amortization and impairment losses on 31 December	2	395	396
<b>BS</b> Carrying amount on 1 January 2024	496	185	681
<b>BS</b> Carrying amount on 31 December 2024	514	164	678

### Impairment test of goodwill

Goodwill is allocated to Neste's Renewable Products cash-generating unit (CGU), which is equal with the Renewable Products segment. In 2025 impairment testing, the recoverable amount of Renewables Products cash-generating unit was higher than the carrying amount. The impairment testings of 2025 and 2024 did not indicate need for an impairment.

A segment-level summary of the goodwill allocation is presented below:

	<b>2025</b>	<b>2024</b>
Renewable Products	478	514
<b>BS</b> Goodwill	478	514
WACC%	11.5	10.8

Based on the sensitivity analysis, a decrease of 20% (2024: 20%) in sales margin or 2.4%-points (2024: 2.9%) increase in the discount rate would not create a situation in which the carrying amounts of the cash-generating units would exceed their recoverable amounts. Cash flows beyond the six year period are extrapolated by using 2.0% (2024: 2.0%) nominal growth rate. The post-tax WACC is 9.8% (2024: 9.4%).

## 14 Property, plant and equipment

### Accounting policy

Property, plant, and equipment mainly comprise refineries, production plants, storage tanks, and the marine fleet, as well as retail station network infrastructure and equipment - excluding dealer-owned stations. Property, plant, and equipment are stated at historical cost in the balance sheet, less depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items in question and the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located. Cost may also include transfers from equity of any gains/losses on qualifying cash flow hedges related to foreign currency purchases of property, plant, and equipment. Assets acquired through the acquisition of a new subsidiary are stated at their fair value on the date of acquisition.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Neste and the cost of the item can be measured reliably. Costs for planned maintenance turnaround at refineries and other production plants on a 2–5 year cycle are capitalized when they occur and then depreciated during the maintenance turnaround cycle, i.e., the time between shutdowns. All other repairs and maintenance are charged to the consolidated statement of income during the financial period in which they are incurred.

Land areas are not depreciated. The bottom of crude oil rock inventory and precious metals in catalysts used in production process are included in other tangible assets and are depreciated according to possible usage. Depreciation on tangible assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives as follows:

Buildings and structures, including terminals	20–40 years
Machinery and equipment:	
Production machinery and equipment	15–20 years
Marine fleet	15–20 years
Retail station network infrastructure and equipment	5–15 years
Other equipment and vehicles	2–15 years
Other tangible assets	20–40 years

The residual values and useful lives of assets are reviewed and adjusted where appropriate at each balance sheet date. The carrying amount of an asset is written down immediately to its recoverable amount if the former amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with carrying amounts. These are included in 'Other income' or 'Other expenses' in the consolidated statement of income.

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, a major initial investment, such as a new production facility, form part of the cost of that asset. Other borrowing costs are recognized as an expense.

Research expenditure is recognized as an expense as incurred and included in other expenses in the consolidated statement of income. Expenditure on development activities is capitalized only when it fulfills strict criteria e.g., development relates to new products that are both technically and commercially feasible. The majority of Neste's development expenditure does not meet the criteria for capitalization and are recognized as expenses as incurred.

Neste's climate targets and risks, as well as plans regarding the transformation of the Porvoo refinery, may impact the valuation and useful lives of property, plant and equipment. The planned transformation of the Porvoo refinery did not have a material impact on property, plant and equipment during 2025. Investments in the Renewable Products segment are mainly EU Taxonomy-aligned; further information is presented in the Sustainability Report.

### Leases

Neste assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee, Neste recognizes the right-of-use asset on the balance sheet as property, plant and equipment at a value equivalent to the initial measurement of the lease liability adjusted for lease prepayments, lease incentives, initial direct costs and any restoration obligations at the commencement date of the lease.

Right-of-use assets are depreciated on a straight-line basis over the lease term of the assets. Right-of-use assets are assessed for impairment in line with the accounting policy for impairment of property, plant and equipment, intangible assets, and goodwill (see Note 13 Goodwill and intangible assets).

Refer to Note 29 Leases for further information.

<b>2025</b>	<b>Land</b>	<b>Buildings and constructions</b>	<b>Machinery and equipment</b>	<b>Other tangible assets</b>	<b>Assets under construction</b>	<b>Total</b>
Gross carrying amount on 1 January	395	3,668	7,776	1,449	2,236	15,524
Exchange rate differences	-6	-5	-165	-48	-3	-227
Additions	17	36	235	79	811	1,177
Disposals	-14	-55	-261	-138	-1	-469
Reclassifications	-1	342	267	2	-549	61
Gross carrying amount on 31 December	390	3,987	7,852	1,344	2,494	16,067
Accumulated depreciation and impairment losses on 1 January	73	1,525	4,513	494	48	6,653
Exchange rate differences	-1	-2	-33	-19	0	-54
Disposals	-5	-31	-218	-74	0	-328
Reclassifications	2	0	0	0	0	2
Depreciation and impairment losses for the period	15	122	560	183	6	886
Accumulated depreciation and impairment losses on 31 December	84	1,614	4,821	585	54	7,158
<b>BS</b> Carrying amount on 1 January 2025	322	2,144	3,264	955	2,188	8,872
<b>BS</b> Carrying amount on 31 December 2025	306	2,373	3,031	759	2,439	8,908

The carrying amount of assets under construction on 31 December 2025 includes mainly assets related to the ongoing expansion project in the Rotterdam, Netherlands. Property, plant and equipment includes right-of-use (ROU) assets where Neste is a lessee as specified in Note 29 Leases.

<b>2024</b>	<b>Land</b>	<b>Buildings and constructions</b>	<b>Machinery and equipment</b>	<b>Other tangible assets</b>	<b>Assets under construction</b>	<b>Total</b>
Gross carrying amount on 1 January	349	3,637	7,242	1,108	1,274	13,610
Exchange rate differences	3	3	85	21	1	113
Additions	45	35	501	320	1,026	1,927
Disposals	-3	-23	-54	-104	6	-178
Reclassifications	1	16	3	104	-72	52
Gross carrying amount on 31 December	395	3,668	7,776	1,449	2,236	15,524
Accumulated depreciation and impairment losses on 1 January	54	1,407	3,988	341	33	5,824
Exchange rate differences	0	1	12	7	0	21
Disposals	0	-8	-22	-93	0	-123
Reclassifications	2	0	-52	52	0	2
Depreciation and impairment losses for the period	16	124	586	188	15	929
Accumulated depreciation and impairment losses on 31 December	73	1,525	4,513	494	48	6,653
<b>BS</b> Carrying amount on 1 January 2024	295	2,230	3,254	767	1,241	7,786
<b>BS</b> Carrying amount on 31 December 2024	322	2,144	3,264	955	2,188	8,872

The carrying amount of assets under construction on 31 December 2024 includes mainly assets related to the ongoing expansion project in the Netherlands. Property, plant and equipment includes right-of-use (ROU) assets where Neste is a lessee as specified in Note 29 Leases.

### Capitalized borrowing costs

During 2025 interest costs amounting to EUR 69 million (2024: EUR 53 million) were capitalized related mainly to the expansion project in the Rotterdam, Netherlands. They are included in property, plant and equipment. Neste's average interest rate of borrowings for each month was applied as the capitalization rate, which was 3.4% in 2025 (2024: 3.6%).

## 15 Investments in associates and joint ventures

### Accounting policy

Associates and joint ventures have been consolidated using the equity method. Further information on the equity method is presented in Note 2 Accounting policies, under the section Joint arrangements.

Carrying amount	2025	2024
On 1 January	53	58
<b>IS, CF</b> Share of profit (loss) of associates and joint ventures	7	-9
<b>OCI</b> Share of other comprehensive income of investments accounted for using the equity method	0	-2
Translation differences	-3	1
Investments	-3	5
<b>BS</b> On 31 December	54	53

Neste's interest and nature of the relationship in its principle associates and joint ventures at 31 December, all of which are unlisted, are listed in the following table:

	Nature of the relationship	Country of incorporation	2025 % interest held	2024 % interest held
Alterra Energy LLC	Associated company <sup>1)</sup>	USA	29.50	29.99
Kilpilahti Power Plant Ltd	Joint Venture <sup>2)</sup>	Finland	40.00	40.00

- 1) Alterra Energy LLC is a US-based, chemical recycling technology company. The cooperation between Neste and Alterra includes joint technology development and commercialization of the technology. Management has classified Alterra as an associated company due to the interest held in the company.
- 2) Kilpilahti Power Plant Ltd is a joint venture company that produces and supplies steam and other utilities to Neste's refinery and Borealis' petrochemical plant in Porvoo, Finland. The joint venture is owned 40% each by Neste and Veolia and 20% by Borealis. Management has classified this ownership as a joint venture because the arrangement is structured through a separate vehicle, the legal form of which separates its assets and liabilities of its shareholders and it is directed so that the relevant activities of the company require unanimous consent from all parties sharing control. The power plant's capacity is also meant to serve external customers in addition to Neste and Borealis and thus optimize the returns of all shareholders in form of net profit. Management has also taken into account that Kilpilahti Power Plant Ltd is independently responsible for the power plant operated by Veolia.

Summarized financial information in respect of Neste's associates and joint ventures are set out in the following table:

	Alterra Energy LLC		Kilpilahti Power Plant Ltd	
	2025	2024	2025	2024
<b>Non-current assets</b>	34	36	468	501
<b>Current assets</b>				
Cash and cash equivalents	4	20	45	9
Other current assets (excl. cash and cash equivalents)	2	1	43	78
<b>Total current assets</b>	6	21	88	87
<b>Non-current liabilities</b>				
Non-current financial liabilities (excl. trade payables and provisions)	5	6	432	490
Other non-current liabilities	0	0	21	21
<b>Total non-current liabilities</b>	5	6	453	512
<b>Current liabilities</b>				
Current financial liabilities (excl. trade payables and provisions)	0	0	31	31
Other current liabilities	2	4	23	24
<b>Total current liabilities</b>	2	4	54	55
<b>Net assets</b>	33	47	49	22
<b>Revenue</b>	13	8	210	234
Depreciation, amortization and impairments	2	2	34	33
Interest income	0	0	2	6
Interest expense	0	1	22	26
Income tax expense	0	0	0	0
<b>Profit/loss</b>	-14	-17	3	1

## Reconciliation of summarized financial information

Reconciliation of the summarized financial information presented to the carrying amount of its interest in the associates and joint ventures:

	Alterra Energy LLC		Kilpilahti Power Plant Ltd	
	2025	2024	2025	2024
<b>Opening net assets 1 January</b>	107	82	52	62
Investment in associate/joint venture	-8	38	0	0
Profit for the period	-14	-17	27	-6
Other comprehensive income	-9	4	1	-4
<b>Closing net assets 31 December</b>	76	107	79	52
Interest in joint venture	22	32	32	21
<b>Carrying value</b>	22	32	32	21

The share of profits of associates and joint ventures are consolidated based on the companies' preliminary results for the financial period.

Transactions carried out with associates and joint ventures are disclosed in Note 25 Related party transactions. Contingent liabilities relating to the Neste's interest in the associates and joint ventures are disclosed in Note 28 Contingencies and commitments.

## 16 Financial assets and liabilities by measurement categories

Neste classifies financial assets and liabilities according to IFRS 9. Accounting policies, classification criterias and other information relating to financial assets and liabilities can be found in Note 17 Financial assets and Note 21 Financial liabilities.

Derivative financial instruments under Fair value through OCI -category meet criteria for hedge accounting. Derivative financial instruments are initially recognized at fair value on the trade date and are subsequently re-measured at their fair value on the balance sheet date.

The fair values of the foreign exchange forward and the interest rate swap contracts are calculated as the present values of the future cash flows. During 2025, Neste updated the valuation model for fair values of foreign exchange options from the Black-Scholes model to the Garman-Kohlhagen model. This has been treated as a change in accounting estimate and applied prospectively. The change did not have a material impact on the consolidated financial statements, and prior period comparatives have not been restated.

The fair value of the exchange traded commodity derivatives is based on exchange market quotations and the fair value of over-the-counter commodity derivative contracts is based on the net present value of cash flows. The fair value of all derivatives is calculated using the observable market inputs for currency and interest rates, volatilities and commodity price quotations on the closing date. Derivative contracts are included in current assets or liabilities, except derivatives maturities over 12 months after the balance sheet date, which are classified as non-current assets or liabilities. More information relating to derivative financial instruments can be found in Note 19 Derivative financial instruments.

31 Dec 2025 Balance sheet item	Fair value through OCI	Fair value through profit or loss	Amortized cost	Carrying amount	Fair value	Level 1	Level 2	Level 3
Non-current financial assets								
BS Non-current receivables			91	91	91			
BS Derivative financial instruments	0	12		13	13		13	
BS Other financial assets	23	13		36	36			36
Current financial assets								
Trade and other receivables <sup>1)</sup>			1,364	1,364	1,364			
BS Derivative financial instruments	29	78		107	107	55	52	
BS Current investments				0	0			
BS Cash and cash equivalents			1,367	1,367	1,367			
Financial assets	52	103	2,822	2,977	2,977			
Non-current financial liabilities								
BS Interest-bearing liabilities			4,713	4,713	4,754	2,837	1,917	
BS Derivative financial instruments	2	2		5	5	2	3	
Other non-current liabilities <sup>1)</sup>		16	16	32	32			16
Current financial liabilities								
BS Interest-bearing liabilities		253	218	470	470		470	
BS Derivative financial instruments	10	119		129	129	69	60	
Trade and other payables <sup>1)</sup>			2,287	2,287	2,287			
Financial liabilities	12	390	7,234	7,636	7,677			

<sup>1)</sup> Excluding non-financial items

Financial instruments that are measured at fair value in the balance sheet and the interest-bearing liabilities are presented according to fair value measurement hierarchy:

**Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities

**Level 2:** other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

**Level 3:** inputs for the assets or liability that is not based on observable market data.

Interest-bearing liabilities at level 1 consist of listed bonds. Derivative financial instruments at level 1 consist of commodity derivatives which are directly valued based on exchange quotations. Other financial assets in fair value through profit and loss category include unlisted other investments of EUR 13 million. Other financial assets in fair value through other comprehensive income category include unlisted shares of EUR 23 million. Current interest-bearing liabilities in fair value through profit and loss category consist precious metal loans. Other financial liabilities in fair value through profit and loss category mainly consist contingent considerations of acquisition made in prior years. Fair values are determined in accordance of IFRS 13. During the year 2025 there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

<b>31 Dec 2024</b> <b>Balance sheet item</b>	<b>Fair value through OCI</b>	<b>Fair value through profit or loss</b>	<b>Amortized cost</b>	<b>Carrying amount</b>	<b>Fair value</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
Non-current financial assets								
<b>BS</b> Non-current receivables			128	128	128			
<b>BS</b> Derivative financial instruments		33		33	33	0	33	
<b>BS</b> Other financial assets	30	10		40	40			40
Current financial assets								
Trade and other receivables <sup>1)</sup>			1,490	1,490	1,490			
<b>BS</b> Derivative financial instruments	27	85		113	113	22	90	
<b>BS</b> Current investments				0	0			
<b>BS</b> Cash and cash equivalents			955	955	955			
Financial assets	57	128	2,573	2,758	2,758			
Non-current financial liabilities								
<b>BS</b> Interest-bearing liabilities			4,362	4,362	4,348	2,101	2,247	
<b>BS</b> Derivative financial instruments	6	2		8	8		8	
Other non-current liabilities <sup>1)</sup>		14	17	32	32			14
Current financial liabilities								
<b>BS</b> Interest-bearing liabilities		153	633	786	786		786	
<b>BS</b> Derivative financial instruments	114	116		230	230	46	184	
Trade and other payables <sup>1)</sup>		13	2,080	2,092	2,092			13
Financial liabilities	120	297	7,092	7,509	7,495			

<sup>1)</sup>Excluding non-financial items

During the year 2024 there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

## 17 Financial assets

### Accounting policy

Financial assets are classified in the following measurement categories: amortized cost, fair value through other comprehensive income and fair value through profit or loss. The classification depends on used business model for managing the financial assets and the contractual terms of the cash flows. Assets are classified as current assets, except for maturities over 12 months after balance sheet date, which are classified as non-current assets. Purchases and sales of financial assets are recognized on the settlement date (excluding derivatives, Note 19 Derivative financial instruments). Financial assets are derecognized when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Amortized cost category consists of liquid funds, trade receivables and loan receivables where the business model is to hold the asset to collect the contractual cash flows which represent only payments of principal and interest. Financial assets recognized at amortized cost are valued using the effective interest method.

Assets at fair value through profit or loss consists of equity investments (and derivatives which do not meet the criteria for hedge accounting). The investments in unlisted companies are measured at their fair value according to IFRS 13. Gains or losses of the equity investments are included in financial income and expenses.

Other financial assets in fair value through other comprehensive income category include unlisted shares which are not held for trading. These are strategic investments and Neste considers this classification to be more relevant.

### Liquid funds

Liquid funds consists of cash and cash equivalents and current investments. Cash and cash equivalents includes cash in hand, deposits held at banks, and other highly liquid investments with original maturities of three months or less. Current investments includes deposits held at banks and other liquid investments including money market funds with original maturities from 3 to 12 months.

### Impairment

The general expected credit loss model is used for debt instruments carried at amortized cost and the impairment is recognized through profit or loss. The credit loss is recognized based on individual assessment of receivable. The simplified expected credit loss model is applied for trade receivables according to IFRS 9. Every business area uses a specific provision matrix for the trade receivables due to the different nature of the businesses. The business area impairment process is based on historical credit loss experience combined with current conditions and forward looking macroeconomic analysis. The impairment or credit loss of trade receivables is recognized in the consolidated statement of income within other expenses and regarding non-current interest-bearing receivables within financial expenses.

Liquid funds	2025	2024
<b>BS</b> Current investments	0	0
<b>BS, CF</b> Cash and cash equivalents	1,367	955
Liquid Funds	1,367	955

The maximum exposure to credit risk is the carrying amount of the liquid funds. Note 3 Financial risk management sets out more information about credit risk. The impairment of liquid funds has not been recognized because the amount is immaterial.

Trade and other receivables	2025	2024
Trade receivables	1,128	1,319
Other receivables	205	150
Advances paid	18	12
Accrued income and prepaid expenses	65	58
<b>BS</b> Trade and other receivables	1,416	1,539
Trade and other receivables excluding non-financial items	1,364	1,490

Due to the nature of short-term trade and other receivables their carrying amount is expected to be equal to their fair value. The maximum exposure to credit risk is the carrying amount of the trade and other receivables. Analysis of trade receivables by age, information about the impairment and credit losses are presented in Note 3 Financial risk management, section 'credit and counterparty risk'.

Non-current financial assets	2025	2024
Non-current interest-bearing receivables	69	113
Other non-current receivables	22	15
<b>BS</b> Non-current receivables	91	128
<b>BS</b> Other financial assets	36	40

The fair value of non-current financial receivables is not materially different from the carrying amount which is also the maximum exposure to credit risk. During 2025, an impairment of EUR 50 million was recognized to loan receivables. Other financial assets consist of unlisted shares.

## 18 Inventories

### Accounting policy

Inventories are stated at either cost or net realizable value, whichever is the lowest. Cost is determined using the weighted average method. The cost of finished goods and work in progress comprises raw materials, direct labor, other direct costs, and related production overheads (based on normal operating capacity). Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Inventories held for trading purposes are measured at fair value less selling expenses. Standard spare parts are carried as inventory and recognized in profit or loss as consumed. RIN (Renewable Identification Number) and LCFS (Low Carbon Fuels Standard) credits are accounted for as government grants upon receipt of the product inventory in the USA and are accounted for as inventory. RINs and LCFSs are included in Finished products and goods -category. In addition to LCFS and RINs, Clean Fuel Production Credits (CFPCs) are recognized in inventory upon generation.

### Estimates and judgements requiring management estimation

Estimates of net realizable value are based on the most reliable evidence available at the time the estimates are made. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the end of the period to the extent that such events confirm conditions existing at the end of the period.

Neste considers biofuel credits as assets created under various government programs to incentivize renewable fuel supply.

	2025	2024
Materials and supplies	1,319	1,356
Finished products and goods	1,576	1,541
<b>BS</b> Inventories	2,895	2,898

Write-downs included in the inventories at the end of the period were EUR 100 million (2024: EUR 112 million).

## 19 Derivative financial instruments

### Accounting policy

The derivative instruments are mainly held for economic hedging purposes, but hedge accounting is not applied to all contracts. Changes in the fair value of derivatives, for which hedge accounting is not applied, are recognized in the consolidated statement of income either in operating profit or financial income and expenses, depending on the underlying hedged item. Impact to the consolidated statement of income from the derivatives is presented in Note 10 Financial income and expenses.

When hedge accounting is applied to the derivative contracts, the method of recognizing any resulting gain or loss depends on the nature of the item being hedged. Neste designates certain derivative financial instruments as either hedges of highly probable forecasted transactions (cash flow hedges); or hedges of the fair value of recognized assets or liabilities or a firm commitment (fair value hedges); or hedges of net investments in foreign operations.

The effective portion of the changes in the fair value of derivative financial instruments that are designated and qualified as cash flow hedges are recognized in equity. Amounts accumulated in equity from hedging future sales are recorded within revenue, or in case of capital expenditure as part of acquisition cost, when future cash flows of the hedged item occur. Forward points in currency forwards and time value of options are transaction related and thus recognized in equity and reclassified either to the consolidated statement of income or adjusting acquisition cost of hedged item according to hedging relationship. In cash flow hedges the critical terms in hedged item and hedging instruments are the same and hedge ratio is 1:1. Any potential gain or loss relating to the ineffective portion is recognized immediately in the consolidated statement of income. Accrued interest of interest rate swaps hedging floating rate interest-bearing liabilities is recognized in the consolidated statement of income within financial expenses. If a forecasted transaction is no longer expected to occur, the cumulative gain or loss reported in equity is immediately transferred to the consolidated statement of income.

Changes in the fair value of interest rate swaps that are designated and qualified as fair value hedges are recorded in the consolidated statement of income in financial income and expenses, together with any changes in the fair value of the hedged asset or liability attributable to the hedged risk compensating the effect. Any gain or loss relating to the ineffective portion is recognized immediately in the consolidated statement of income.

Neste documents at the inception of the transaction the relationship between hedging instrument and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. Neste also documents its assessment, both at hedge inception and on an ongoing basis quarterly, of whether the derivatives that are used in hedging transactions are effective in offsetting changes in fair values or cash flows of hedged items.

	31 Dec 2025					31 Dec 2024				
	Nominal value by maturity		Fair Value			Nominal value by maturity		Fair Value		
	< 1 year	> 1 year	Positive	Negative	Net	< 1 year	> 1 year	Positive	Negative	Net
<b>Foreign exchange rate derivatives</b>										
Interest rate swaps	0	300	0	2	-2	0	300	0	6	-6
Foreign exchange derivatives, forwards	1,993	0	29	10	18	3,135	0	27	114	-86
Foreign exchange options										
Purchased	0	0	0	0	0	7	0	0	0	0
Written	0	0	0	0	0	7	0	0	0	0
Derivatives designated as cash flow hedges	1,993	300	29	12	17	3,148	300	27	120	-93
Interest rate swaps	0	550	12	0	12	0	550	29	0	29
Derivatives designated as fair value hedges	0	550	12	0	12	0	550	29	0	29
Foreign exchange derivatives, forwards	2,479	0	9	13	-5	2,018	0	11	33	-22
Non-hedge accounting derivatives	2,479	0	9	13	-5	2,018	0	11	33	-22
<b>Commodity derivatives</b>										
Oil and vegetable oil derivatives										
Sold forwards, million bbl	21	0	65	17	48	16	0	21	26	-5
Purchased forwards, million bbl	12	0	3	78	-75	17	0	37	51	-14
Electricity and gas derivatives										
Sold forwards, GWh	159	0	1	0	1	7	126	0	1	-1
Purchased forwards, GWh	2,152	751	0	13	-13	2,348	873	20	6	13
Non-hedge accounting derivatives			70	108	-39			78	84	-7
<b>Derivatives Total</b>			119	134	-15			145	238	-92
of which										
<b>BS</b> Non-current derivative financial instruments			13	5	8			33	8	25
<b>BS</b> Current derivative financial instruments			107	129	-23			113	230	-117

Neste uses foreign exchange, interest rate and commodity derivatives to manage market risks (More information in Note 3 Financial risk management). Hedge accounting is not applied to commodity derivatives, although these are mainly held for economic hedging purposes. Commodity derivatives include oil, vegetable oil, freight, electricity and gas contracts. Neste uses forwards as hedging instruments for commodities.

Neste has designated certain foreign currency and interest rate derivatives as hedges of future transactions i.e., as cash flow hedges. Such contracts are, e.g., foreign exchange derivatives hedging USD- and SEK-sales for the next twelve months according to the Corporate risk management policy. (More information in Note 3 Financial risk management). Interest rate swaps are designated as fair value hedges. The result of these hedging instruments recognized in the consolidated statement of income was EUR 12 million (2024: EUR 29 million) and of hedged item EUR -13 million (2024: EUR -30 million).

## 20 Equity

### Share capital

The Parent Company's share capital registered with the Trade Register as of 31 December 2025 totalled EUR 40,000,000, divided into 769,211,058 shares of equal value. Neste Oyj has one class of shares and each share entitles a shareholder to one vote at the Annual General Meeting. The nominal value of one share is not determined. The share capital is fully paid. There have been no changes in share capital in 2025 or 2024.

	Number of shares, 1,000	Treasury shares, 1,000	Outstanding shares, 1,000
1 January 2025	769,211	-995	768,216
Transfer of treasury shares	0	58	58
31 December 2025	769,211	-937	768,274
1 January 2024	769,211	-1,011	768,200
Transfer of treasury shares	0	16	16
31 December 2024	769,211	-995	768,216

### Treasury shares

On 31 October 2025 Neste Corporation transferred 30,449 treasury shares to the President and CEO as a participant of the Restricted Share Plans 2022–2024, 2023–2025 and 2024–2026 of Neste Corporation. The shares were transferred in accordance with his managing director agreement and the terms and conditions of the plans. This one-time supplementary arrangement was granted at hire in recognition of forfeiting previous employer awards. The transfer of own shares was implemented as a directed share issue without consideration based on a decision made by the Board of Directors of Neste Corporation. The decision of the Board of Directors was based on a share issue authorization granted by the Annual General Meeting of Shareholders on 25 March 2025. After this transfer of own shares Neste Corporation holds 936,999 own shares.

On 12 March 2025 Neste Corporation transferred a total of 27,876 treasury shares without consideration to the participants of Neste Group's Performance Share Plan 2022–2024 and the Restricted Share Plan 2022–2024 as share rewards based on the terms and conditions of these plans. The transfer of own shares was implemented as a directed share issue without consideration based on the authorization granted by the Annual General Meeting of Shareholders on 27 March 2024. The number of treasury shares after the transfer was 967,448 shares.

On 26 April 2024 Neste Corporation transferred a total of 2,201 treasury shares without consideration as a share reward to a participant of the Performance Share Plan 2021–2023 and in the Restricted Share Plans 2021–2023 and 2022–2024 of the share-based incentive program 2019 in accordance with the terms and conditions of the program. The transfer of own shares was implemented as a directed share issue without consideration based on the authorization granted by the Annual General Meeting of Shareholders on 28 March 2023. The number of treasury shares after the transfer was 995,324 shares.

On 14 March 2024 Neste Corporation transferred a total of 13,786 treasury shares without consideration as a share reward to the participants of the Performance Share Plan 2021–2023 and in the Restricted Share Plan 2021–2023 of the share-based incentive program 2019 in accordance with the terms and conditions of the program. The transfer of own shares was implemented as a directed share issue without consideration based on the authorization granted by the Annual General Meeting of Shareholders on 28 March 2023. The number of treasury shares after the transfer was 997,525 shares.

### Other reserves

Reserve fund comprises of restricted reserves other than share capital.

The reserve of invested unrestricted equity includes other equity-related investments and that part of the share subscription price that has not specifically been allocated to share capital.

Fair value and other reserves mainly consist of fair value reserves. Fair value reserves include the effective portion of the change in fair value of derivative financial instruments that are designated as and qualify for cash flow hedges and net change of other investments at fair value, which are recognized in other comprehensive income. Other reserves include share of other comprehensive income of investments accounted for using the equity method.

Actuarial gains and losses includes the remeasurements of defined benefit plans.

Translation differences include exchange differences arising from the translation of the net investment in foreign entities on consolidation, change in the fair value of currency instruments designated as hedges of the net investment, and exchange differences resulting from the translation of income statement of foreign entities at the average exchange rates and balance sheet at the closing rates.

## 21 Financial liabilities

### Accounting policy

Financial liabilities are classified at amortized cost (except derivative financial liabilities whose accounting policy is presented at Note 19 Derivative financial instruments). Financial liabilities measured at amortized cost are recognized initially at fair value, net of transaction costs and subsequently measured at amortized cost using the effective interest method. Liabilities are recognized on the date when the entity becomes a party to the contractual provisions of the instrument. Any difference between net proceeds and nominal amount is recognized as interest cost over the period of the borrowing using the effective interest method. Financial liabilities are included in non-current liabilities, except for items with maturities less than 12 months after the balance sheet date, which are included in current liabilities. A financial liability is derecognized when the related obligation is discharged, cancelled or expires.

Bank overdrafts are recorded in current liabilities on the consolidated statement of financial position. Fees of revolving credit facility are capitalized and amortized over the period of the facility.

The fair values of the listed bonds are driven from market quotations. The fair values of other interest-bearing liabilities at amortized cost are determined by using the discounted cash flow method employing market interest rates at the balance sheet date.

### Climate-related topics

Neste has a Green Finance Framework which is developed in alignment with the ICMA Green Bond Principles (GBP) 2021 (with June 2022 Appendix 1) and various loan market standards. In accordance with the Framework, Neste may issue Green bonds or loans and allocate the proceeds to eligible assets and projects. Eligible assets and projects must fall under the ICMA green project category of eco-efficient and circular economy adapted products, production technologies and processes or renewable energy. Each of Neste's eligible assets and projects satisfies this criteria as set out in the Neste's Green Finance Report published in 2024.

Non-current financial liabilities	2025	2024
Bonds <sup>1)</sup>	2,796	2,115
Loans from financial institutions <sup>2)</sup>	1,147	1,327
Lease liabilities <sup>3)</sup>	740	890
Other loans	30	30
Other non-current liabilities	32	32
<b>Total</b>	4,745	4,394
<b>BS</b> of which interest-bearing	4,713	4,362
Other non-financial items included to other non-current liabilities	0	0

Current financial liabilities	2025	2024
Loans from financial institutions	265	253
Commercial paper liabilities	0	307
Lease liabilities <sup>3)</sup>	205	224
Other loans	1	1
Advances received	34	25
Trade payables	1,653	1,475
Other current liabilities	600	592
<b>Total</b>	2,757	2,878
<b>BS</b> of which interest-bearing	470	786
Other non-financial items included to trade and other payables	153	92

<sup>1)</sup> On 13 March 2025, Neste issued a EUR 700 million green bond with 5-year maturity under its EMTN (Euro Medium Term Note) programme updated on 12 September 2024 and supplemented by the supplement dated 10 March 2025, and will pay a fixed coupon of 3.750 per cent. The proceeds from the issue will be allocated to Eligible Projects and Assets as set out in Neste Corporation's Green Finance Framework 2024.

<sup>2)</sup> In October 2025, Neste signed two term loan agreements, each EUR 250 million with maturity in October 2028, to refinance a total of EUR 500 million of debt. Neste has signed three green term loan agreements totaling EUR 550 million in 2024. The proceeds of the loans will be used to finance Eligible Assets and Projects in accordance with Neste's Green Finance Framework. The loans have a tenor of 2-6 years. Maturities of the loans are disclosed in Note 3 Financial risk management.

<sup>3)</sup> Refer to Note 29 Leases.

The fair values of financial liabilities can be found in Note 16 Financial assets and liabilities by measurement category. Re-pricing periods of interest-bearing liabilities are disclosed in Note 3 Financial risk management, section 'Market risks'.

### Listed bond issues

Issued/Maturity	Interest basis	Interest rate, %	Currency	Nominal amount	Carrying amount
2021/2028	Fixed	0.750	EUR	500	498
2023/2029	Fixed	3.875	EUR	500	498
2023/2031	Fixed	3.875	EUR	600	600
2023/2033	Fixed	4.250	EUR	500	505
2025/2030	Fixed	3.750	EUR	700	695
<b>Total</b>				2,800	2,796

## Supplier finance arrangements

Neste has entered a supplier finance arrangements under which the supplier may elect to receive early payment from the financial institution by selling its receivables from Neste. The principal purpose of this arrangement is to facilitate efficient payment processing and provide access to the supplier finance. The payment terms with the suppliers have generally been extended up to 90 days. The obligations to suppliers, including amounts due, are not impacted.

Neste has not derecognized the original trade payables relating to the arrangement because neither a legal release was obtained nor was the original liability substantially modified on entering into the arrangement.

From the Neste's perspective, the arrangements extend to some extent payment terms beyond the normal terms agreed with other suppliers that are not participating; however the arrangement does provide willing suppliers with the benefit of early payment. Additionally, Neste does not incur any additional interest towards the financial institution on the amounts due to the suppliers. Neste therefore includes the amounts subject to the arrangement within trade payables because the nature and function of these payables remains the same as those of other trade payables.

All payables under the arrangements are classified as current liabilities as at 31 December 2025 and 2024.

<b>Carrying amount of financial liabilities</b>	<b>2025</b>	<b>2024</b>
Presented in trade and other payables:	291	145
– of which suppliers have received payment from finance provider	272	125

<b>Range of payment due dates</b>	<b>2025</b>	<b>2024</b>
Liabilities that are part of the supplier finance arrangements	90 days	90 days
Comparable trade payables that are not part of the supplier finance arrangements	5–30 days	5–30 days

There were no significant non-cash changes in the carrying amount of financial liabilities subject to supplier finance arrangements.

The payments to the financial institution are included within operating cash flows because they continue to be part of the normal operating cycle of Neste and their principal nature remains operating like payments for the purchase of goods and services. For additional information about how these arrangements affect Neste's exposure to liquidity risk, see Note 3 Financial risk management.

## 22 Provisions

### Accounting policy

A provision is recognized in the consolidated statement of financial position when Neste has a present legal or constructive obligation as a result of a past event, and it is probable that the obligation will result in payment, and the amount of payment can be estimated reliably. Provisions can arise from environmental risks, litigation, restructuring plans or onerous contracts.

The nature of certain Neste's businesses exposes Neste to risks of environmental costs and potential contingent liabilities. The risks arise from the manufacture, use, storage, disposal and maritime and inland transport as well as sale of materials that may be considered to be contaminants when released into the environment. Liability may also arise through the acquisition, ownership or operation of properties or businesses. Environmental provisions are recorded based on current interpretations of environmental laws and regulations when the conditions referred to above are met. Neste has decommissioning and restoration provisions recorded in the consolidated statement of financial position.

Where there are a number of similar obligations, the likelihood that an outflow of resources will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognized even if the likelihood of an outflow with respect to any one item in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognized as an interest expense.

### Estimates and judgements requiring management estimation

The recognition of a provision requires management's judgment to determine if a present obligation exists as a result of a past event and whether an outflow of resources is probable. The amount recognized represents the best estimate of the expenditure required to settle the obligation at the reporting date or to transfer it to a third party, taking into account the risks and uncertainties surrounding the obligation. These estimates are based on historical experience of similar events and, where applicable, the opinion of external experts. Estimates may differ from the actual future amount of the obligation and with respect to the existence of the obligation. In addition to the provisions recognized, there are some off-balance-sheet contingent liabilities for which the likelihood, timing and magnitude of an outflow of resources cannot be estimated reliably. The carrying amounts of provisions are reviewed regularly and adjusted when needed to consider changes in cost estimates, regulations, applied technologies and conditions.

The most significant provisions in the consolidated statement of financial position relate to environmental liabilities. Environmental provisions are based on management's best estimate of remediation costs discounted to its present value where the effect of the time value of money is material. The restructuring provision is recognized when Neste has prepared a detailed restructuring plan and published it.

	Environmental provisions	Restructuring provisions	Provision to return emission allowances	Other provisions	Total
<b>BS On 1 January 2025</b>	121	2	0	21	144
Additions	6	17	63	7	94
Amounts used during the period	-5	-19	-28	-3	-55
Reversed unused provisions	0	0	0	0	0
Changes in the discount rate and inflation assumption	-17	0	0	0	-17
<b>BS On 31 December 2025</b>	105	0	35	25	165

	Environmental provisions	Restructuring provisions	Provision to return emission allowances	Other provisions	Total
<b>BS On 1 January 2024</b>	177	0	0	10	187
Additions	2	14	89	16	121
Amounts used during the period	-6	-12	-89	-3	-110
Reversed unused provisions	-46	0	0	-2	-48
Changes in the discount rate and inflation assumption	-5	0	0	0	-5
<b>BS On 31 December 2024</b>	121	2	0	21	144

Environmental provisions consist mostly of the Naantali refinery's shutdown provision and provisions for decommissioning and restoration of retail stations and refineries. The provision related to Naantali refinery's shutdown is expected to be realised before the year 2032. Decommissioning and restoration obligations are mainly expected to be realized within the next 30 to 50 years. Neste recognizes a provision for the expected costs of decommissioning and site restoration of retail stations and refineries, representing the obligation to return the site to its original condition. The provisions are to be discounted, where the effect of the time value of money is material.

The environmental provision related to Naantali refinery's shutdown was reduced by 46 million euros during 2024 based on an action plan updated in line with the assessment of the situation and research findings.

Restructuring provisions are related to the organizational change process completed on April 7, 2025.

The order subject to a penalty imposed by the authorities in 2024 on the Rotterdam refinery related to flaring has been suspended in a legal injunction procedure in December 2025. Neste is applying for amendment to the environmental permit on this topic. Investigations initiated by the authorities during 2023 and 2024 concerning Rotterdam refinery's flaring and volatile organic compound (VOC) emissions are still pending. A provision relating to this has been recorded within 'Other provisions'. The order had no material impact on the financial statements.

Climate-related matters do not have material impact on provisions, excluding emission allowances, which are described further below.

The exchange rate difference relating to Neste's provisions is immaterial.

### **Emission allowances**

Neste Finland Refinery in Porvoo and Neste Shipping operations fall within the scope of the European Union's greenhouse gas emission trading system. Neste is granted a total of 2.0 million tons emission allowances for 2025. In addition to own operations, Neste purchases allowances to cover certain emissions of the local partners who provide utility services to Neste. A provision is recognized for the cost of purchasing additional emission allowances if the actual emissions exceed the total of those received for free and those already purchased. Emission allowances, which are purchased to cover future periods deficit are accounted for as intangible assets and measured at cost, and emission allowances received free of charge are accounted for at nominal value, i.e. at zero.

As at 31 December 2025 estimated obligation to purchase emission allowances amounted to EUR 35 million (31 December 2024: EUR 0 million). Neste purchases these emission allowances during 2026. The actual amount of CO2 emissions in 2025 were 3.0 million tons (2024: 2.6 million tons) in total. The Group has traded emission allowances for net amount of 0.5 million tons during the financial period ended 31 December 2025 (2024: 0.6 million tons).

## **23 Employee benefit obligations**

### **Accounting policy**

Neste has pension arrangements in different countries, which are generally funded through insurance companies. Pension cover is based on the legislation and agreement in force in each country. Pension schemes consist of both defined contribution plans and defined benefit plans. Finnish statutory pensions are accounted for as a defined contribution plan in the consolidated financial statements.

Contributions to the defined contribution plans are charged directly to the consolidated statement of income in the year to which these contributions relate. In defined contribution plans, Neste has no legal or contractive obligations to pay further contributions in case the payment recipient is unable to pay the retirement benefits. All arrangements that do not fulfill these conditions are considered defined benefit plans.

In defined benefit plans, after Neste has paid the amount for the period, an excess or deficit may result. The defined benefit obligation represents the present value of future cash flows from payable benefits, which are calculated for by using the projected unit credit method. The discount rate assumed in calculating the present value of the pension obligation is based on the market yield of high-quality corporate bonds (AA-rated) with appropriate maturities. Pension costs are recognized in the consolidated statement of income so as to spread the current service cost over the service lives of employees based on external calculations. The net interest is included as part of the finance cost in the consolidated statement of income.

The liability (or asset) recognized in the consolidated statement of financial position is the pension obligation at the closing date less the fair value of plan assets. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. Actuarial valuations for Neste's defined benefit pension plans are performed annually.

### **Estimates and judgements requiring management estimation**

Accounting for defined benefit obligations and other long-term employee benefits requires the selection of actuarial assumptions and the use of significant estimates. Based on these, actuaries calculate Neste's expenses and liabilities. The assumptions that are the most significant to the amounts reported are the discount rate, the rate of salary increase and future benefit increase. Changes in these assumptions could result in significant changes to the carrying amount of Neste's pension liability and future pension expenses. Possible effects of the changes are presented in the sensitivity analysis of significant actuarial assumptions.

Neste has defined benefit pension plans in Finland, Switzerland and the Netherlands. The largest plans are in Finland, which account for 94% (2024: 94%) of Neste's total defined benefit pension obligation and 93% (2024: 94%) of Neste's total plan assets. The voluntary pension plan in Finland accounting for most of this has been closed since 1 January 1994. The insured supplementary pension scheme consists of defined benefit group pension insurances, which are very similar in structure, with the exception of retirement age and pension accrual rules.

Other long-term employee benefits are long-service remunerations, which are accounted for as an unfunded defined benefit plan in accordance to IAS 19.

### Characteristics of the post-employment defined benefit plans in Finland

In Finland, Neste has a voluntary pension plan for a certain group of employees to fulfill an aggregated benefit after retirement. The voluntary pension plan is managed in an insurance company.

The voluntary plan's benefit is based on the aggregated benefits determined by the insurance contract. The voluntary benefit is the difference between aggregated benefits and compulsory benefits calculated at the age 63 in the old age plan. The aggregated benefits are at most 60% or 66% of the supplementary pension salary depending on the plan. The supplementary pension salary is calculated based on the last 10 years' salaries prior to the pension event adjusted by the index level. The benefits in the plans are old age and disability pensions, survivors' pensions for widows and children, and funeral grants. Old-age pension ages are 60, 62 and 65 years. In some pension schemes the pension cover also includes the right to early old-age pension retirement ages.

The insurance company collects premiums on a yearly basis from the employer. The future premiums are adjusted so that the old-age pension will be fully funded until retirement. The disability and survivor's pension are also financed by risk premiums collected during the employment period. The premiums with fixed discount rate 1.5% are based on the last known salary without any assumptions on future salary increases. The insurance company guarantees the same interest yield to the assets in the plan, as the one they have used in calculating the premiums.

The employer finances the index-linkage by paying an additional premium covering the index increase during the year. Discretionary bonuses from the insurance company will lower the index premium. The insurance company decides the amount of the bonus annually.

Neste has insured the benefits index increases each year as the benefits have been increased. If the insurance company's granted bonus index does not cover the annual index increase, the insurance company collects a premium from the employer to cover the increase. The insurance company's bonus index varies on yearly basis.

### Risks associated with defined benefit plans

Through its defined benefit pension plans Neste is exposed to a number of risks. The employer's defined benefit obligations pension liability depends on the discount rate which is determined to a yield of corporate bonds as at the reporting date. A decrease in used discount rates increase the defined benefits obligations. However, a decrease in the used discount rate yield also increases the fair value of the assets partially offsetting the total impact of change in yield on the net defined benefit pension liability.

The benefit of the plans is tied to the future benefit increase, which depends on inflation and common salary index. Higher inflation increases the benefit increase, which leads to an increase in liabilities and annual payments to the insurance company.

If the active employee's salary increases more than the common salary index, the amount of promised benefit and the benefit obligation increases together with annual payments to life insurance company.

The longevity risk is borne by the insurance company in case the actual mortality differs from the assumed. Possible adjustments in mortality assumption have an effect on the employer's liability according to IFRS. The insurance company completely bears the mortality risk on accrued benefits. The employers have a mortality risk only if the insurance company will raise its future benefit accruals premiums because of mortality adjustment.

### Defined benefit plans

<b>Cost of defined benefit plans</b>	<b>2025</b>	<b>2024</b>
Service cost	2	2
Net interest (+expense/-income)	2	3
Defined benefit cost recognized in the consolidated statement of income	4	5
<b>Remeasurements of defined benefit plans</b>	<b>2025</b>	<b>2024</b>
Actuarial gains/losses		
Changes in demographic assumptions	0	0
Changes in financial assumptions	16	-9
Return on plan assets, excluding amounts included in net interest expense	-13	13
Experience adjustments	0	2
Total remeasurements recognized in other comprehensive income	4	6
<b>Net defined benefit liability recognized in the consolidated statement of financial position</b>	<b>2025</b>	<b>2024</b>
Present value of funded defined benefit obligations	318	346
Present value of unfunded defined benefit obligations	5	7
Fair value of plan assets	-257	-280
<b>BS</b> Net defined benefit liability	65	73
<b>Changes in fair value of plan assets</b>	<b>2025</b>	<b>2024</b>
January 1	280	268
Interest income	8	9
Return on plan assets (excluding amounts included in net interest expense)	-13	13
Employer contributions	8	19
Settlements	0	-1
Benefits paid	-25	-29
December 31	257	280

The assets are the responsibility of the insurance company and a part of the insurance company's investment assets. The distribution within categories is not possible to provide.

Changes in the present value of the defined benefit obligation	2025		2024	
	Funded	Unfunded	Funded	Unfunded
January 1	346	7	354	7
Current service cost	2	0	2	0
Interest cost	10	0	12	0
Actuarial gains (-)/ losses (+)	-17	-1	8	0
Settlements	0	0	-1	0
Benefits paid	-24	-1	-28	-1
December 31	318	5	346	7

The expected contributions to be paid to the defined benefit plans in 2026 are EUR 6 million.

Significant actuarial assumptions (presented as weighted average)	2025	2024
Discount rate, %		
Finland	3.70%	3.10%
Other countries	1.19%	0.91%
Future salary increase, %		
Finland	3.15%	3.05%
Other countries	1.10%	1.11%
Future benefit increase, %		
Finland	2.20%	2.10%
Other countries	0.00%	0.00%

### Sensitivity analysis of significant actuarial assumptions

Reasonably possible changes at the reporting date to one of the weighted principal assumptions, while holding all other assumptions constant, would have affected the defined benefit obligation as shown below:

Assumptions	Change in assumption		Impact on the defined benefit pension obligation	
			2025	2024
Discount rate	0.50% increase	EUR million	-16	-19
	0.50% decrease	EUR million	18	21
Future salary increase	0.50% increase	EUR million	1	1
	0.50% decrease	EUR million	-1	-1
Future benefit increase	0.50% increase	EUR million	15	17
	0.50% decrease	EUR million	-13	-16

- 0.50% increase /decrease in the discount rate would lead to a decrease /increase of 5.1% /5.6% in the defined benefit obligation.
- 0.50% increase /decrease in the rate of salary increase would lead to a increase /decrease of 0.2% /0.3% in the defined benefit obligation.
- 0.50% increase /decrease in the rate of pension index would lead to a increase /decrease of 4.5% /4.2% in the defined benefit obligation.

The above sensitivity analysis may not be representative of the actual impact of change. If more than one assumption is changed simultaneously, the combined impact of changes would not necessarily be the same as the sum of the individual change. If the assumptions change to a different level compared to that presented above, the effect on the defined benefit obligation may not be linear.

Maturity profile of the undiscounted defined benefit obligation	2025
Within the next 12 months	24
Between 1 and 5 years	88
Between 5 and 10 years	96
Beyond 10 years	299
Total	507

The average duration of the defined benefit pension obligation at the end of the reporting period is 11 years.

## 24 Share-based payments

### Accounting policy

Neste's share-based incentive plans include a net settlement feature, i.e., share-based payments are settled net in shares after withholding taxes, and thus they are accounted for as fully equity settled plans. The compensation expense for the shares is recognized as an employee benefit expense evenly during the required service period whereas the compensation expense resulting from the cash portion is recognized as an employee benefit expense on accrual basis between grant and payment date. The entire transaction is measured at fair value prevailing on the grant date of the share-based incentive plan and the amounts recognized in the consolidated statement of income are accumulated in equity. The difference realized upon the settlement date is also accounted for against equity.

The purpose of Neste's share-based long-term incentive plans is to drive long-term sustainable growth and align the interests of executives with shareholders. The Board annually selects the members of Neste's senior management and other key employees to participate in the long-term incentive plans.

Neste applies a share ownership policy to the members of the Neste Leadership Team (NLT). According to the policy, each member of the NLT is expected to retain in his/her ownership at least half of the shares received under the share-based incentive programs of Neste until the value of his/her share ownership in Neste corresponds to at least his/her annual gross base salary.

The amount of rewards payable to participants based on Neste's long-term incentive scheme is limited by a share price development-based pay cap, the level of which the Board of Directors sets. The level of the pay cap in the ongoing plans is two times the share price which prevailed at the beginning of the plan period. If Neste share price more than doubles during the plan, the exceeding value of the payable rewards will not be paid to the plan participants.

### Share-based incentive plan as of 1 January 2025

The Board of Directors of Neste Corporation decided on 12 June 2025 on the continuation of the share-based long-term incentive scheme for selected members of Neste's management and key employees. The decision includes a Performance Share Plan (PSP) as the main structure and a Restricted Share Plan (RSP) as a complementary structure for specific situations.

The Performance Share Plan consists of three annually commenced individual performance share plans, each with a three-year performance period, followed by the payment of the potential share reward. The three plans commenced as of the beginning of the years 2025, 2026 and 2027. The commencement of each individual plan is subject to a separate Board approval in each case.

The potential reward will be paid in shares of Neste (deducted with the applicable payroll tax), provided that the performance target set by the Board of Directors is achieved. For award plan cycles commencing in 2025 (PSP 2025–2027), 2026 (PSP 2026–2028) and 2027 (PSP 2027–2029), the performance measures are Renewable Fuels Sales Volume and Neste comparable ROACE.

The Restricted Share Plan consists of annually commencing individual restricted share plans and Neste may during the plan period grant fixed share rewards to individually selected key employees. The rewards are paid at the latest after the end of the restriction period during H1 of the fourth year of the individual plan. The rewards are paid in listed shares of Neste Corporation (deducted with the applicable payroll tax). A precondition for the payment of the share reward based on the Restricted Share Plan is that the employment or service of the individual with Neste continues until the payment date of the reward.

### Share-based incentive plan as of 1 January 2022

The Board of Directors of Neste Corporation decided on 9 February 2022 to establish a share-based long-term incentive scheme for selected members of Neste's management and key employees. The decision includes a Performance Share Plan (PSP) as the main structure and a Restricted Share Plan (RSP) as a complementary structure for specific situations.

The Performance Share Plan consists of three annually commenced individual performance share plans, each with a three-year performance period, followed by the payment of the potential share reward. The three plans commenced as of the beginning of the years 2022, 2023 and 2024.

The potential reward will be paid in shares of Neste (deducted with the applicable payroll tax), provided that the performance target set by the Board of Directors is achieved. For award plan cycles commenced in 2022 (PSP 2022–2024), 2023 (PSP 2023–2025) and 2024 (PSP 2024–2026), the performance measures are relative total shareholder return and Neste's combined greenhouse gas (GHG) impact. The combined GHG impact includes GHG emission reductions achieved with Neste renewable products by customers and GHG emissions from Neste production. These GHG-related targets are directly linked to Neste's key climate commitments.

The Restricted Share Plan consists of annually commenced individual restricted share plans and Neste may during the plan period grant fixed share rewards to individually selected key employees. The rewards are paid at the latest after the end of the restriction period during H1 of the fourth year of the individual plan. The rewards are paid in listed shares of Neste Corporation (deducted with the applicable payroll tax). A precondition for the payment of the share reward based on the Restricted Share Plan is that the employment or service of the individual with Neste continues until the payment date of the reward.

During the financial period 2025, under the share-based incentive plans PSP 2022–2024, RSP 2022–2024, RSP 2023–2025 and RSP 2024–2026, total gross reward of 151,075 shares equaling EUR 2.0 million was awarded to the participants of the plans. The net amount of shares delivered totalled 58,325 shares and the rest of the reward was paid in cash to cover taxes and other regulatory charges. The fair value of the share as of the delivery date was EUR 8.98 (12 March 2025) and EUR 18.07 (31 October 2025). The members of Neste's Leadership Team received a gross reward corresponding to 79,587 shares.

More specific information on the share-based incentive plans is presented in the following tables.

<b>Plan</b>	<b>Long-Term Incentive Plan 2025</b>		<b>Long-Term Incentive Plan 2022</b>					
<b>Type</b>	<b>Share allocation</b>		<b>Share allocation</b>					
<b>Instrument</b>	<b>PSP 2025–2027</b>	<b>RSP 2025–2027</b>	<b>PSP 2024–2026</b>	<b>RSP 2024–2026</b>	<b>PSP 2023–2025</b>	<b>RSP 2023–2025</b>	<b>PSP 2022–2024</b>	<b>RSP 2022–2024</b>
Grant dates	23 Jun 2025	23 Jun 2025	20 Feb 2024	12 May 2025	11 Jan 2023	1 Sep 2023	11 Feb 2022	11 May 2022
Grant prices, euros	11.17	11.17	23.99	9.18	40.36	30.06	35.14	36.58
Share price as at grant date, euros	11.72	11.72	27.55	9.55	44.98	34.07	37.97	39.40
Beginning of earnings period	1 Jan 2025	1 Jan 2025	1 Jan 2024	1 Jan 2024	1 Jan 2023	1 Jan 2023	1 Jan 2022	1 Jan 2022
End of earnings period	31 Dec 2027	31 Dec 2027	31 Dec 2026	31 Dec 2026	31 Dec 2025	31 Mar 2026	31 Dec 2024	31 Mar 2025
Vesting date	31 Mar 2028	31 Mar 2028	31 Mar 2027	31 Mar 2027	31 Mar 2026	31 Mar 2026	31 Mar 2025	31 Mar 2025
<b>Changes during the period, share allocation</b>	<b>Shares</b>	<b>Shares</b>	<b>Shares</b>	<b>Shares</b>	<b>Shares</b>	<b>Shares</b>	<b>Shares</b>	<b>Shares</b>
Outstanding at the beginning of the reporting period, pcs	0	0	437,817	0	286,689	4,500	270,614	75,800
Granted during the period	1,725,194	28,000	10,400	19,243	3,000	34,180	0	53,700
Forfeited during the period	32,100	0	72,310	0	45,702	1,500	265,462	6,000
Exercised during the period	0	0	0	3,743	0	18,680	5,152	123,500
Outstanding at the end of the period, pcs	1,693,094	28,000	375,907	15,500	243,987	18,500	0	0
Number of persons at the end of the reporting year	105	7	100	1	95	2	0	0
Share price at the end of the reporting period, euros	19.41	19.41	19.41	19.41	19.41	19.41	12.13	12.13
Estimated rate of realization of the earnings criteria, %	50%	100%	17%	100%	46%	100%	27%	100%
Estimated termination rate before the end of the restriction period, %	10%	0%	0%	0%	0%	0%	0%	0%

### Fair value determination

The fair value of share-based incentives have been determined at grant date and the fair value is expensed until vesting. The grant price, i.e., fair value as of the grant date, has been determined as follows: grant price equals the share price as at grant date deducted by expected dividends payable during the earning period. For plans under the Long-Term Incentive Plan 2022, which include market based criteria, the fair value estimation is calculated using the Monte Carlo simulation with Geometric Brownian Motion. The simulation requires some parameters, such as volatility and the risk-free rate to be estimated.

The expense included in the consolidated statement of income is specified in the following table:

	2025	2024
Expense arising from equity-settled share-based payment transactions	5	5
Total expense arising from share-based payment transactions	5	5

At the end of the period the estimated future cash payments to be paid to the tax authorities from share-based payments are EUR 10 million (2024: EUR 4 million).

## 25 Related party transactions

Neste is controlled by the State of Finland, which owns 44.2% of the company's shares. The remaining 55.8% of shares are widely held.

Neste has a related party relationship with its subsidiaries, associates, joint arrangements and the entities controlled by Neste's controlling shareholder, the State of Finland. Related parties also include the members of the Board of Directors, the President and CEO and other members of the Neste Leadership Team (key management persons), close members of the families of the mentioned key management persons and entities controlled or jointly controlled by the mentioned key management persons or close members of those persons' families.

Subsidiaries, associates and joint arrangements are presented in Note 26 Group companies.

Parent company of Neste is Neste Corporation. The transactions between Neste, its subsidiaries and joint operations, which are related parties of the company, have been eliminated during consolidation and are not disclosed in this Note. All transactions between Neste and other companies controlled by the State of Finland are on an arm's length basis. Details of transactions between Neste and other related parties are disclosed below.

### Transactions carried out with related parties

2025	Sales of goods and services	Purchases of goods and services	Financial income and expense	Receivables	Liabilities
Associates and joint ventures	103	97	6	141	9
Other related parties	162	195	0	1	0
	265	292	6	142	9

2024	Sales of goods and services	Purchases of goods and services	Financial income and expense	Receivables	Liabilities
Associates and joint ventures	106	107	6	142	11
Other related parties	210	234	0	2	0
	316	341	6	144	11

There were no material transactions with key management persons or entities controlled by them.

The major part of business between Neste and its joint ventures was with Kilpilahti Power Plant Ltd. Neste's transactions with Kilpilahti Power Plant Ltd consisted mainly of steam purchases and sales of heavy fuel oil, water and asphaltene. The steam supply agreement includes a fixed annual fee of EUR 48 million until 2037.

## Board of Directors and key management compensation

EUR thousand	2025	2024
Salaries and other short-term employee benefits	3,541	5,370
Termination benefits	0	2,657
Statutory pensions	438	685
Supplementary pensions	676	582
Share-based payments	1,420	414
Total	6,075	9,709

Key management consists of President and CEO and other members of the Neste Leadership Team. There were no outstanding loan receivables from key management on 31 December 2025 or 31 December 2024.

## Compensation to President and CEO and members of the Neste Leadership Team

EUR thousand	President and CEO		Members of the Neste Leadership Team <sup>1)</sup>			
	2025	Heikki Malinen	Matti Lehmus	Total 2024	2025	2024
Annual remuneration						
Base salary	1,189	245	743	987	1,340	1,974
Taxable benefits	11	3	12	15	30	77
Annual incentive (STI plan)	11	0	501	501	43	897
Total annual remuneration	1,212	248	1,256	1,504	1,413	2,948
Termination benefits	0	0	1,365	1,365	0	1,292
Vested long term remuneration						
Supplementary pension (insurance contributions)	252	51	119	170	424	412
Share-based incentive plan	1,376	0	15	15	45	399
Total remuneration	2,839	299	2,755	3,054	1,882	5,052

<sup>1)</sup> Includes the Neste Executive Committee (active until Oct 28, 2024) and the new Neste Leadership Team

## Compensation to the Board of Directors

EUR thousand	2025	2024
Board of Directors at 31 December 2025		
Pasi Laine, since 27 March 2024	190	79
John Abbott	111	93
Nick Elmslie	104	95
Anna Hyvönen, since 25 March 2025	91	0
Just Jansz	98	89
Essimari Kairisto, since 25 March 2025	110	0
Conrad Keijzer, since 27 March 2024	101	85
Sari Mannonen, since 27 March 2024	99	83
Former Board members		
Matti Kähkönen, until 25 March 2025	3	158
Heikki Malinen, until 13 June 2024	0	29
Eeva Sipilä, until 13 February 2025	4	102
Johanna Söderström, until 25 March 2025	6	101
Kimmo Viertola, until 27 March 2024	0	4
Board of Directors, all members total	917	918

Compensation to the Board of Directors include annual remuneration and meeting fee paid to each member of the Board for each meeting attended as well as for any meetings of the Board committees attended. Board members are not covered by the company's remuneration systems and do not receive any performance or share related payments.

The CEO's notice of termination period is 6 months on both sides. Should the company decide to give notice of termination, the President & CEO shall be entitled to his salary during the 6 months period of notice, together with a severance payment equivalent to 6 months' salary. The supplementary pension of the President and CEO is a defined contribution (DC) plan with an annual contribution of 20% of the fixed annual salary and a retirement age of 66 years.

Net liability of defined benefit plans of former Presidents and CEOs on 31 December 2025 were EUR 859 thousand (2024: EUR 978 thousand).

## 26 Group companies

Subsidiaries	Group holding %	Country of incorporation
B J B, LLC	100.00%	USA
Kiinteistö Oy Espoon Keilaranta 21	100.00%	Finland
Mahoney Environmental Solutions, LLC	100.00%	USA
Mahoney Transportation Services LLC	100.00%	USA
Navidom Oy	50.00%	Finland
NERM Solutions India Private Limited	100.00%	India
Neste (Shanghai) Trading Company Limited	100.00%	China
Neste (Suisse) S.A.	100.00%	Switzerland
Neste AB	100.00%	Sweden
Neste Asia Pacific Pte. Ltd	100.00%	Singapore
Neste Australia Pty Ltd	100.00%	Australia
Neste Belgium NV	100.00%	Belgium
Neste Brazil LTDA	100.00%	Brazil
Neste Canada Inc.	100.00%	Canada
Neste Components B.V.	100.00%	The Netherlands
Neste Demeter B.V. <sup>1)</sup>	80.00%	The Netherlands
Neste Eesti AS	100.00%	Estonia
Neste Germany GmbH	100.00%	Germany
Neste Insurance Limited	100.00%	Guernsey
Neste Markkinointi Oy	100.00%	Finland
Neste Netherlands B.V.	100.00%	The Netherlands
Neste Pretreatment Rotterdam B.V.	100.00%	The Netherlands
Neste Renewable Products Inc.	100.00%	USA
Neste Renewable Solutions US, Inc.	100.00%	USA
Neste RPC Solutions US, Inc.	100.00%	USA
Neste Shipping Oy	100.00%	Finland
Neste Singapore Pte. Ltd.	100.00%	Singapore
Neste Spain S.L.	100.00%	Spain
Neste Terminal Rotterdam B.V.	100.00%	The Netherlands
Neste US, Inc.	100.00%	USA

Subsidiaries	Group holding %	Country of incorporation
Neste Walco Limited	100.00%	Ireland
SIA Neste Latvija	100.00%	Latvia
Sterling Logistics, LLC	100.00%	USA
UAB Neste Lietuva	100.00%	Lithuania

Associates	Group holding %	Country of incorporation
Alterra Energy LLC	29.50%	USA
Neste Arabia Co. Ltd. (inactive)	48.00%	Saudi Arabia

Joint arrangements	Group holding %	Classification	Country of incorporation
A/B Svartså Vattenverk - Mustijoen Vesilaitos O/Y	40.00%	Joint operation	Finland
Kilpilahti Power Plant Ltd	40.00%	Joint venture	Finland
Martinez Renewables LLC	50.00%	Joint operation	USA

<sup>1)</sup> Neste increased its ownership in its subsidiary Neste Demeter B.V. on November 1, 2023 and the entity has been treated as a 100% owned subsidiary in the Group. In addition, Neste has an obligation to redeem the remaining non-controlling interest of Neste Demeter within an agreed period, thus the share of the non-controlling interest has not been recognized in the consolidated statement of financial position. The obligation has been measured at fair value and recorded as a liability in the consolidated statement of financial position.

## Specification of financial information on subsidiaries with material non-controlling interests

	Navidom Oy	
	2025	2024
Proportion of shares held by non-controlling interests	50.00%	50.00%
Current assets	0	0
Non-current assets	0	0
Current liabilities	0	0
Non-current liabilities	0	0
Revenue	1	1
Profit for the period	0	0
Dividends paid to non-controlling interests	0	0
Cash flows from operating activities	0	0
Cash flows from financing activities	0	0

## Unconsolidated structured entities

In 2015, Neste sold its shares of Aurora Kilpilahti Oy (former Kilpilahden Sähkönsiirto Oy). After the sale Neste does not have direct or indirect investment in the company. Aurora Kilpilahti Oy is responsible for high- and medium-voltage electricity distribution in the Kilpilahti industrial area where Neste's refinery in Porvoo, Finland, is situated. In addition to Neste, Aurora Kilpilahti Oy's customers include other companies operating in the area.

Under the contractual arrangements with Aurora Kilpilahti Oy Neste has been supplying small and decreasing part of the operating services needed in electricity distribution. It can be considered that Neste has the possibility to influence only limited development investments made by Aurora Kilpilahti Oy. Aurora Kilpilahti Oy distributes electricity to Neste and Neste remains to be the main user of the capacity of the electricity distribution network. Aurora Kilpilahti Oy operates on land leased from Neste for 30 years with an option to extend the lease. Neste has not provided any financial support or other significant support to Aurora Kilpilahti Oy without contractual obligation.

Based on the factors described above Neste has determined that it has limited influence though no control over Aurora Kilpilahti Oy and treats the company as unconsolidated structured entity in its consolidated financial statements. Management has assessed the company's exposure to losses by considering the nature of Neste's involvement in Aurora Kilpilahti Oy, and the company's significance to Neste from an operative perspective. Neste's exposure is mainly dependent upon the efficient operation of the distribution network.

## Consolidated structured entities

Since 2014, Neste has treated the vessels' long-term agreements made with Ilmarinen Mutual Pension Insurance Company and Finland's National Emergency Supply Agency as structured entities. As a part of these arrangements, Neste guarantees the vessels' residual value and certain return on the investors' investments.

## 27 Acquisitions and disposals

### Acquisitions

No major acquisitions took place in financial periods 2025 and 2024.

### Disposals

No major disposals took place in financial periods 2025 and 2024.

## 28 Contingencies and commitments

	Value of collateral 2025	Value of collateral 2024
<b>Contingent liabilities</b>		
On own behalf for commitments		
Real estate mortgages	26	26
Other contingent liabilities	16	24
Total	42	50
On behalf of joint arrangements		
Pledged assets	125	119
Total	125	119
On behalf of others		
Guarantees	1	1
Total	1	1
<b>Total</b>	<b>168</b>	<b>170</b>

The pledged assets on behalf of joint arrangements are granted to the secured creditors as continuing security for due and punctual payment, discharge and performance of all or any part of the secured obligations of Kilpilahti Power Plant Ltd. The pledged assets mean all shareholder loan receivables, all contribution loan receivables and the shares of Kilpilahti Power Plant Ltd. The security period ends on the date on which all the secured obligations have been unconditionally and irrevocably paid and discharged in full.

<b>Commitments</b>	<b>2025</b>	<b>2024</b>
Commitments for purchase of property, plant and equipment and intangible assets	291	585
Other commitments	4	5
<b>Total</b>	<b>295</b>	<b>590</b>

Capital commitments are mainly related to the Rotterdam refinery expansion project in Netherlands.

### Take-or-pay contracts

Neste has long-term supply agreements related to hydrogen, nitrogen, steam, natural gas and electricity. These agreements are generally take-or-pay by nature. In addition to minimum purchase obligations, agreements normally include termination fees if the contract is being terminated early. The probability of such circumstances is considered to be low.

## 29 Leases

### Accounting policy

Neste assesses at contract inception whether a contract is, or contains, a lease, i.e., if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### Neste as a lessee

Neste has lease contracts for various land areas, vessels, tanks, containers, facilities and other equipment used in its operations. Lease contracts are made for fixed periods of 1 to 82 years, the longest durations relating typically to land leases. Some leases include an option to extend the lease for an additional period after the end of the contract term or terminate the contract during the lease term.

Neste recognizes a leased asset and a lease liability at the lease commencement date, except for short-term leases and leases of low-value assets.

### i) Right-of-use assets

Neste recognizes right-of-use assets on the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, any restoration obligations and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term. If ownership of the leased asset transfers to Neste at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

Neste's right-of-use assets are included in Property, plant and equipment (see Note 14 Property plant and equipment).

### ii) Lease liabilities

At the commencement date of the lease, Neste recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including insubstance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option that is reasonably certain to be exercised by Neste and payments of penalties for terminating the lease, if the lease term reflects Neste exercising the option to terminate.

In calculating the present value of lease payments, Neste uses interest rate implicit in the lease if readily determinable and if not, Neste uses its incremental borrowing rate at the lease commencement date. This incremental borrowing rate is similar with the rate of interest that a lessee would have to pay to borrow over a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use assets in similar economic environment.

Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

The carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset. Neste's lease liabilities are included in Interest-bearing liabilities (see Note 21 Financial liabilities).

### iii) Short-term leases and leases of low-value assets

Neste applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

### Neste as a lessor

At inception of a lease contract, Neste makes an assessment whether the lease is a finance lease or an operating lease. If the lease substantially transfers all the risks and rewards incidental to ownership of the asset, it is considered to be a finance lease; if not, the lease is considered to be an operating lease. Neste has a minor amount of operating lease contracts, whereby the lease payments are recognized on a straight-line basis over the lease term and is included in other income in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income.

### Estimates and judgements requiring management estimation

Neste determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

Neste has several lease contracts that include extension and termination options. Neste's management applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, Neste's management reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Neste's management applies judgement also for estimating the term of lease agreements in effect until further notice. The management's estimates are based on the company's strategic situation and market conditions, as well the costs that would incur if the leased asset would be replaced by another asset.

### Amounts recognized in the balance sheet

The balance sheet shows the following amounts relating to leases:

	Note	2025	2024
<b>Right-of-use assets</b>			
Land		236	257
Buildings and constructions		47	54
Machinery and equipment		202	164
Other tangible assets		462	629
<b>Total assets included in property, plant and equipment</b>		948	1,104
<b>Lease liabilities</b>			
Non-current interest-bearing liabilities		740	890
Current interest-bearing liabilities		205	224
<b>Total liabilities included in interest-bearing liabilities</b>	21	945	1,114

Additions to the right-of-use assets during the 2025 financial year were EUR 254 million (2024: EUR 423 million).

The maturity analysis of lease liabilities is disclosed in Note 3 Financial risk management.

### Amounts recognized in the statement of profit or loss

The statement of profit or loss shows the following amounts relating to leases:

	Note	2025	2024
<b>Depreciation charge of right-of-use assets</b>			
Land		15	17
Buildings and constructions		13	18
Machinery and equipment		74	84
Other tangible assets		174	181
Total depreciation		276	299
<b>Finance costs in the statement of profit or loss</b>			
Interest expense	10	55	60
<b>Included in materials and services</b>			
Expense relating to short-term leases	7	20	17
Variable lease payments not included in lease liabilities	7	0	0
<b>Included in other operating expenses</b>			
Expense relating to short-term leases	9	10	10
Expense relating to leases of low-value assets	9	1	1
Variable lease payments not included in lease liabilities	9	5	3

## 30 Disputes and potential litigations

Neste is involved in legal proceedings and disputes incidental to its business. In management's opinion, the outcome of these cases is difficult to predict but not likely to have material effect on the Neste's financial position.

## 31 Events after the balance sheet date

No significant events took place in Neste after the balance sheet date.

## Parent company income statement

EUR million	Note	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
<b>Revenue</b>	2	12,870	12,266
Change in product inventories		-136	-205
Other operating income	3	63	33
Materials and services	4	-11,599	-10,851
Personnel expenses	5	-298	-303
Depreciation, amortization and write-downs	6	-213	-230
Other operating expenses	7	-467	-666
<b>Operating profit/loss</b>		219	43
Financial income and expenses	8	-134	156
Financial income and expenses total		-134	156
<b>Profit/loss before appropriations and taxes</b>		86	199
Appropriations	9	132	41
Income tax expenses	10	-43	9
<b>Profit for the year</b>		174	250

## Parent company balance sheet

EUR million	Note	31 Dec 2025	31 Dec 2024
<b>ASSETS</b>			
<b>Fixed assets and other long-term investments</b>	11, 12		
Intangible assets		93	111
Tangible assets		1,864	1,907
Other long-term investments		6,400	5,948
Fixed assets and other long-term investments total		8,357	7,966
<b>Current assets</b>			
Inventories	13	1,299	1,375
Long-term receivables	14	48	104
Short-term receivables	15	1,828	2,020
Cash and cash equivalents		1,103	706
Current assets total		4,278	4,204
<b>Total assets</b>		12,635	12,170
<b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>			
<b>Shareholders' equity</b>	16		
Share capital		40	40
Other funds and reserves			
Invested non-restricted equity fund		19	19
Fair value reserve		10	-53
Other funds and reverses total		29	-33
Retained earnings		3,001	2,906
Profit for the year		174	250
Shareholders' equity total		3,245	3,162
<b>Accumulated appropriations</b>	17	1,164	1,205
<b>Provisions for liabilities and charges</b>	18	77	45
<b>Liabilities</b>	19		
Long-term liabilities		3,964	3,471
Short-term liabilities		4,184	4,287
Liabilities total		8,148	7,758
<b>Total equity and liabilities</b>		12,635	12,170

## Parent company cash flow statement

EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
<b>Cash flows from operating activities</b>		
Profit/loss before appropriations and taxes	86	199
Adjustments:		
Depreciation, amortization and write-downs	213	230
Other non-cash income and expenses <sup>1)</sup>	31	-107
Financial income and expenses	134	-156
Divesting activities, net	-3	-1
<b>Operating cash flow before change in working capital</b>	461	166
Change in working capital		
Decrease (+)/increase in group bank account receivables	76	86
Decrease (+)/increase (-) in other interest-free receivables	182	297
Decrease (+)/increase (-) in inventories	76	143
Decrease (+)/increase in group bank account liabilities	58	1,044
Decrease (-)/increase (+) in other interest-free liabilities	279	-200
Change in working capital	671	1,369
<b>Cash generated from operations</b>	1,132	1,535
Interest and other financial expenses paid, net	-95	-96
Dividends received	51	284
Income taxes paid	-2	20
Realized foreign exchange gains and losses, net	16	23
<b>Net cash from operating activities</b>	1,102	1,766

EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
<b>Cash flows from investing activities</b>		
Capital expenditure	-159	-282
Proceeds from sale of fixed assets	9	3
Investments in shares in subsidiaries	-1,030	-1,281
Investments in shares in other shares	-2	-2
Proceeds from shares in subsidiaries	0	15
Proceeds from other shares	0	0
Loan receivable repayments	477	0
Change in other investments, increase (-)	-6	-530
Change in other investments, decrease (+)	-58	96
<b>Net cash used in investing activities</b>	-769	-1,982
<b>Cash flow before financing activities</b>	332	-216
<b>Cash flows from financing activities</b>		
Proceeds from long-term liabilities	1,195	1,374
Payments of long-term liabilities	-756	-1,285
Change in short-term liabilities	-304	308
Dividends paid	-154	-922
Group contributions, net	84	120
<b>Cash flow from financing activities</b>	65	-405
<b>Net increase (+)/decrease (-) in cash and cash equivalents</b>	397	-622
Cash and cash equivalents at the beginning of the period	706	1,328
Cash and cash equivalents at the end of the period	1,103	706
<b>Net increase (+)/decrease (-) in cash and cash equivalents</b>	397	-622

<sup>1)</sup> Other non-cash income and expenses consist of change in FX derivatives, change in commodity derivatives, change in provisions and adjustments to realized FX gains/losses.

# 1 Accounting policies

The financial statements of Neste Corporation (Parent company) are prepared in accordance with Finnish GAAP. The financial statements are presented in thousands of euros unless otherwise stated. The figures in the tables are exact figures and consequently the sum of individual figures may deviate from the sum presented.

Neste Oyj prepares separate natural gas sale and network financial statements that is published in Neste Oyj's consolidated financial statements.

Neste's growth and financial performance may be impacted by the general macroeconomic and geopolitical development. In addition, regulatory changes on the European Union or individual member state level may adversely affect particularly Neste's renewables businesses. Neste's financial position remained good.

## Revenue

Revenue include sales revenues from actual operations less discounts, indirect taxes such as value added tax and excise tax payable by the manufacturer and statutory stockpiling fees.

## Other operating income

Other operating income includes gains on the sales of fixed assets and contributions received as well as all other operating income not related to the sales of products or services and non-recurring income.

## Foreign currency items

Transactions denominated in foreign currencies have been valued using the exchange rate at the date of the transaction. Receivables and liabilities denominated in foreign currencies outstanding on the balance sheet date have been valued using the exchange rate quoted on the balance sheet date. Exchange rate gains and losses related to operative items are recognized as adjustments to operative income and expenses in the income statement. Net exchange rate differences related to financial items are reported under financial income and expenses.

## Financial assets and liabilities

Derivative financial instruments are initially recognized at fair value on the trade date and are subsequently re-measured at their fair value on the balance sheet date. Liabilities subject to fair value hedging are partly recognized at fair value. Other financial assets and liabilities are measured at amortized cost and recognized initially at fair value on the settlement date.

Loans and receivables consist of cash and cash equivalents, loans granted together with trade receivables and other receivables. Other financial liabilities include interest-bearing liabilities together with trade payables and other payables. Due to the nature of short-term trade receivables and other receivables their carrying amount is expected to be equal to their fair value.

Changes in the fair value of derivatives, for which hedge accounting is not applied, are recognized in the income statement. The effective portion of the changes in the fair value of derivative financial instruments that are designated and qualified as cash flow hedges are recognized in equity.

## Derivative financial instruments

The company uses derivative financial instruments mainly to hedge commodity price, foreign exchange and interest rate exposures. Derivatives not qualified for hedge accounting are recognized in the income statement either in operating profit or financial income and expenses, depending on the underlying hedged item.

## Current investments

Current investments includes deposits held at banks and other liquid investments with original maturities from three months to 12 months.

## Hedge accounting

The company applies hedge accounting on certain forward foreign exchange contracts, options and interest rate derivatives.

## Fair value hedges

The company applies fair value hedge accounting to reduce exposure to fair value fluctuations of interest-bearing liabilities due to changes in interest rates. Changes in fair value of derivatives designated and qualifying as fair value hedges, together with any changes in the fair value of hedged liabilities attributable to the hedged risk, are recognized in financial income and expenses.

## Cash flow hedges

The company applies cash flow hedge accounting to reduce exposure of currency and interest rates fluctuations. The result of foreign currency derivative contracts hedging future cash flows and qualifying for hedge accounting is recognized once matured and when the hedged item affects the income statement. Gains or losses for interest rate swaps used to hedge the interest rate risk exposure are accrued over the period to maturity and are recognized as an adjustment to the interest income or expense of the underlying liabilities.

## Fixed assets and other long-term investments

The balance sheet value of fixed assets consists of historical costs less depreciation according to plan and other possible write-offs, plus revaluation permitted by local regulations. Fixed assets are depreciated using straight-line depreciation based on the expected useful life of the asset. Land areas are not depreciated. The depreciation is based on the following expected useful lives:

Buildings and structures	20–40 years
Production machinery and equipment, including special spare parts	15–20 years
Other equipment and vehicles	2–15 years
Other tangible assets	20–40 years
Goodwill and Intangible assets <sup>1)</sup>	3–10 years

<sup>1)</sup>Intangible assets include capitalized development expenditures

Investments in subsidiaries and other companies are measured at acquisition cost, or fair value in case the fair value is lower than cost.

## Inventories

Inventories are stated at either cost or net realizable value, whichever is the lowest. Cost is determined using the weighted average method. The cost of finished goods and work in progress comprises raw materials, direct labor, other direct costs, and related production overheads (based on normal operating capacity). Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Inventories held for trading purposes are measured at fair value less selling expenses. Standard spare parts are carried as inventory and recognized in profit or loss as consumed.

## Research and development

Research expenditure is recognized as an expense as incurred and included in other operating expenses in the income statement. Expenditure on development activities is capitalized only when it fulfills tight criteria e.g. development relates to new products that are technically and commercially feasible. The majority of the company's development expenditure does not meet the criteria for capitalization and are recognized as expenses as incurred.

## Cash pool receivables/liabilities

Cash pool items are presented as short-term receivables or liabilities.

## Pension expenses

An external pension insurance company manages the pension plan. The pension expenses are booked to income statement during the year they occur.

## Appropriations

Appropriations consist of received or given group contributions from or to Neste Group companies and depreciation above the plan.

## Deferred taxes

Deferred taxes are determined on the basis of temporary differences between the financial statement and tax bases of assets and liabilities. Deferred income tax is determined using tax rates that have been enacted at the balance sheet date and are expected to apply.

## Provisions

Foreseeable future expenses and losses that have no corresponding revenue and which Neste Corporation is committed or obliged to settle, and whose monetary value can reasonably be assessed, are entered as expenses in the income statement and included as provisions in the balance sheet. These items include expenses relating to the pension liabilities, guarantee obligations, restructuring provisions, expenses relating to the future clean-up of proven environmental damage and obligation to return emission allowances. Provisions are recorded based on management estimates of the future obligation.

## 2 Revenue

Revenue by segment, EUR million	2025	2024
Renewable Products <sup>1)</sup>	4,338	3,230
Oil Products	8,383	8,871
Marketing & Services	2	4
Other	146	161
	12,870	12,266

Revenue by market area, EUR million	2025	2024
Finland	3,718	4,337
Other Nordic countries	2,116	1,809
Baltic Rim	1,060	1,128
Other European countries	5,643	4,024
USA	96	375
Other countries	238	591
	12,870	12,266

<sup>1)</sup> The tax administrations of Finland and Singapore concluded in 2024 a bilateral advance pricing agreement (BAPA) impacting the transfer pricing between Neste Oyj and Neste Singapore Pte. Ltd. This resulted in an increase in the net sales of Neste Oyj for 2024 of EUR 95 million of which EUR 58 million relate to transfer pricing adjustments for 2022 and 2023.

## 3 Other operating income

EUR million	2025	2024
Rental income	1	2
Gain on sale of intangible and tangible assets	5	2
Insurance compensations	2	14
Government grants	14	13
Purchase agreement adjustments	39	0
Other	2	2
Other operating income total	63	33

## 4 Materials and services

EUR million	2025	2024
Materials and supplies		
Purchases during the period	11,145	10,476
Change in inventories	-60	-62
	11,085	10,414
External services	514	437
Materials and services total	11,599	10,851

## 5 Personnel expenses

EUR million	2025	2024
Wages, salaries and remunerations	249	259
Indirect employee costs		
Pension costs	47	60
Other indirect employee costs	9	9
Wages and salaries capitalized in fixed assets	-8	-24
Personnel expenses total	298	303

### Salaries and remuneration

Key management compensations are presented in Note 25 in the Neste Group consolidated financial statements.

Average number of employees	2025	2024
White-collar	2,150	2,514
Blue-collar	734	717
	2,884	3,231

## 6 Depreciation, amortization and write-downs

EUR million	2025	2024
Depreciation according to plan	206	213
Write-offs	7	18
Depreciations, amortization and write-downs total	213	230

## 7 Other operating expenses

EUR million	2025	2024
Operating leases and other property costs <sup>1)</sup>	25	-15
Repairs and maintenance <sup>2)</sup>	99	331
Planning and consulting services	48	45
IT services	125	141
Other	170	163
Other operating expenses total	467	666

### Fees charged by the statutory auditor

EUR thousands	2025	2024
Authorized Public Accountants	KPMG	KPMG
Auditor's fees	660	717
Assurance of sustainability reporting	181	119
Auditor's statements	32	33
Tax advisory	33	233
Other advisory services	191	174
	1,097	1,276

<sup>1)</sup> The environmental provision related to the closure of the Naantali refinery was released by EUR 55 million during the third quarter of 2024.

<sup>2)</sup> In 2024 the increase in maintenance costs is due to a major turnaround at the Porvoo refinery.

## 8 Financial income and expenses

EUR million	2025	2024
Dividend income		
From Group companies	51	284
Dividend income total	51	284
Interest income from long-term loans and receivables		
From Group companies	0	4
From others	6	6
Interest income from long-term loans and receivables total	6	10
Other interest and financial income		
From Group companies	36	40
Other	17	34
Other interest and financial income total	53	74
Write-downs on long-term investments		
Loan receivable loss provision	-50	0
Write-downs of other long-term investments	0	0
Write-downs on long-term investments total	-50	0
Interest expenses and other financial expenses		
To Group companies	-32	-52
Other	-140	-135
Interest expenses and other financial expenses total	-172	-186
Exchange rate differences	-21	-25
<b>Financial income and expenses total</b>	<b>-134</b>	<b>156</b>
<b>Total interest income and expenses, EUR million</b>	<b>2025</b>	<b>2024</b>
Interest income	59	84
Interest expenses	-167	-179
Net interest expenses	-109	-96

## 9 Appropriations

EUR million	2025	2024
<b>Change in depreciation difference</b>		
Difference between depreciation according to plan and depreciation in taxation	41	-42
<b>Group contributions</b>		
Group contributions received	91	84
Appropriations total	132	41

## 10 Income tax expense

EUR million	2025	2024
Income taxes on regular business operations	21	2
Taxes for prior periods <sup>1)</sup>	1	11
Change in deferred tax assets	21	-23
Income tax expense total	43	-9

<sup>1)</sup> In 2024 the adjustments to prior period taxes resulted largely from the finalization of a bilateral advance pricing agreement (BAPA) between the tax administrations of Finland and Singapore, which also resulted in transfer pricing adjustments for 2022 and 2023.

## 11 Fixed assets and long-term investments

<b>Intangible assets, EUR million</b>	<b>Goodwill</b>	<b>Other intangible assets</b>	<b>Total</b>
Acquisition cost as of 1 January 2025	1	406	407
Increases	0	11	11
Decreases	0	-6	-6
Transfers between items	0	3	3
Acquisition cost as of 31 December 2025	1	415	416
Accumulated amortization and write-downs as of 1 January 2025	1	295	296
Amortization for the period	0	26	26
Accumulated amortization and write-downs as of 31 December 2025	1	321	323
Balance sheet value as of 31 December 2025	0	93	93

<b>Intangible assets, EUR million</b>	<b>Goodwill</b>	<b>Other intangible assets</b>	<b>Total</b>
Acquisition cost as of 1 January 2024	1	382	383
Increases	0	26	26
Decreases	0	-3	-3
Transfers between items	0	0	0
Acquisition cost as of 31 December 2024	1	406	407
Accumulated amortization and write-downs as of 1 January 2024	1	266	268
Amortization for the period	0	29	29
Accumulated amortization and write-downs as of 31 December 2024	1	295	296
Balance sheet value as of 31 December 2024	0	111	111

<b>Tangible assets, EUR million</b>	<b>Land areas</b>	<b>Buildings and structures</b>	<b>Machinery and equipment</b>	<b>Other tangible assets</b>	<b>Advances paid and construction in progress</b>	<b>Total</b>
Acquisition cost as of 1 January 2025	26	1,511	3,580	103	218	5,439
Increases	0	6	18	0	122	146
Decreases	0	-27	-3	-1	-2	-32
Transfers between items	0	31	25	0	-60	-3
Acquisition cost as of 31 December 2025	26	1,522	3,621	103	278	5,550
Accumulated depreciation and write-downs as of 1 January 2025	0	917	2,588	53	0	3,559
Accumulated depreciation and write-downs of decreases and transfers	0	-23	-2	0	0	-25
Depreciation and write-downs for the period	0	40	138	2	0	180
Accumulated depreciation and write-downs as of 31 December 2025	0	934	2,724	55	0	3,713
Revaluations	6	21	0	0	0	27
Balance sheet value as of 31 December 2025	31	608	897	49	278	1,864
<b>Balance sheet value of machinery and equipments used in production</b>						897

<b>Tangible assets, EUR million</b>	<b>Land areas</b>	<b>Buildings and structures</b>	<b>Machinery and equipment</b>	<b>Other tangible assets</b>	<b>Advances paid and construction in progress</b>	<b>Total</b>
Acquisition cost as of 1 January 2024	26	1,487	3,408	103	204	5,228
Increases	0	8	95	0	124	228
Decreases	0	-1	-3	0	-12	-17
Transfers between items	0	17	81	0	-98	0
Acquisition cost as of 31 December 2024	26	1,511	3,580	103	218	5,439
Accumulated depreciation and write-downs as of 1 January 2024	0	879	2,446	51	0	3,377
Accumulated depreciation and write-downs of decreases and transfers	0	-1	-1	0	0	-2
Depreciation and write-downs for the period	0	39	142	2	0	184
Accumulated depreciation and write-downs as of 31 December 2024	0	917	2,588	53	0	3,559
Revaluations	6	21	0	0	0	27
Balance sheet value as of 31 December 2024	31	615	993	50	218	1,907
<b>Balance sheet value of machinery and equipments used in production</b>						993

<b>Other long-term investments, EUR million</b>	<b>Shares in group companies</b>	<b>Receivables from group companies</b>	<b>Shares in associated companies</b>	<b>Receivables from associated companies</b>	<b>Other shares and holdings</b>	<b>Other receivables</b>	<b>Total</b>
Acquisition cost as of 1 January 2025	5,206	603	7	113	20	0	5,948
Increases <sup>1)</sup>	1,030	55	0	8	2	0	1,095
Decreases	0	-591	0	0	0	0	-591
Acquisition cost as of 31 December 2025	6,236	67	7	121	21	0	6,452
Accumulated depreciation and write-downs as of 1 January 2025	0	0	0	0	0	0	0
Decreases	0	0	0	-52	0	0	-52
Accumulated depreciation and write-downs as of 31 December 2025	0	0	0	-52	0	0	-52
Balance sheet value as of 31 December 2025	6,236	67	7	69	21	0	6,400

<sup>1)</sup> Additions regarding shares comprise investments in group companies

<b>Other long-term investments, EUR million</b>	<b>Shares in group companies</b>	<b>Receivables from group companies</b>	<b>Shares in associated companies</b>	<b>Receivables from associated companies</b>	<b>Other shares and holdings</b>	<b>Other receivables</b>	<b>Total</b>
Acquisition cost as of 1 January 2024	3,939	0	7	107	23	3	4,079
Increases <sup>1)</sup>	1,281	603	0	6	3	0	1,892
Decreases	-15	0	0	0	0	0	-15
Acquisition cost as of 31 December 2024	5,206	603	7	113	25	3	5,956
Accumulated depreciation and write-downs as of 1 January 2024	0	0	0	0	5	3	8
Decreases	0	0	0	0	0	0	0
Accumulated depreciation and write-downs as of 31 December 2024	0	0	0	0	5	3	8
Balance sheet value as of 31 December 2024	5,206	603	7	113	20	0	5,948

<sup>1)</sup> Additions regarding shares mainly comprise capital contributions

<b>Interest-bearing and interest-free receivables, EUR million</b>	<b>2025</b>	<b>2024</b>
Interest-bearing receivables	136	716
	136	716

## 12 Revaluations

EUR million	Revaluations as of Jan 1 2025	Increases	Decreases	Revaluations as of Dec 31 2025
Land areas	6	0	0	6
Buildings	21	0	0	21
Revaluations total	27	0	0	27

EUR million	Revaluations as of Jan 1 2024	Increases	Decreases	Revaluations as of Dec 31 2024
Land areas	6	0	0	6
Buildings	21	0	0	21
Revaluations total	27	0	0	27

### Policies and principles for revaluations and evaluation methods

The revaluations are based on fair values at the moment of revaluation.

Deferred taxes have not been booked on revaluations.

## 13 Inventories

EUR million	2025	2024
Raw materials and supplies	809	749
Work in progress	118	193
Products/finished goods	372	433
Inventories total	1,299	1,375

Replacement value of inventories	1,337	1,438
Book value of inventories	1,299	1,375
Difference	39	63

## 14 Long-term receivables

EUR million	2025	2024
<b>Long-term receivables from others</b>		
Long-term advance payments	12	13
Other receivables	15	33
Deferred tax assets	21	57
Long-term receivables total	48	104

## 15 Short-term receivables

EUR million	2025	2024
<b>Receivables from Group companies</b>		
Trade receivables	388	625
Loan receivables	6	6
Group contribution receivables	91	84
Other receivables	421	500
Accrued income and prepaid expenses	87	94
Total	993	1,308
<b>Receivables from associated companies</b>		
Trade receivables	14	18
Other receivables	0	0
Total	14	18
<b>Receivables from others</b>		
Trade receivables	539	477
Other receivables	143	75
Accrued income and prepaid expenses	139	141
Total	822	693
Short-term receivables total	1,828	2,020

Short-term accrued income and prepaid expenses, EUR million	2025	2024
Accrued interest	13	10
Derivative financial instruments	189	198
Other	24	26
Total	226	235

## 16 Changes in shareholders' equity

EUR million	2025	2024
Share capital at 1 January	40	40
Share capital at 31 December	40	40
Fair value reserve at 1 January	-53	24
Increases	5,167	1,667
Decreases	-5,104	-1,744
Fair value reserve at 31 December	10	-53
Restricted shareholders equity	50	-13
Invested non-restricted equity fund at 1 January	19	19
Invested non-restricted equity fund at 31 December	19	19
Retained earnings at 1 January	3,155	3,827
Dividends paid	-154	-922
Profit for the year	174	250
Retained earnings at 31 December	3,176	3,155
Non-restricted shareholders equity	3,195	3,174
Capitalized development expenditure	4	14
Distributable equity	3,192	3,108

The amount of own shares is presented in the group's consolidated financial statements in Note 20.

## 17 Accumulated appropriations

EUR million	2025	2024
Depreciation difference	1,164	1,205

## 18 Provisions for liabilities and charges

EUR million	2025					
	Restructuring provisions	Provision for environment	Provision for Naantali refining operations closure	Liability to return emission rights	Other provisions	Total
Balance sheet value as of 1 January 2025	2	1	42	0	0	45
Increase	17	2	0	63	0	83
Decrease	19	0	3	28	0	50
Balance sheet value as of 31 December 2025	0	3	39	35	0	77

EUR million	2024					
	Restructuring provisions	Provision for environment	Provision for Naantali refining operations closure	Liability to return emission rights	Other provisions	Total
Balance sheet value as of 1 January 2024	0	1	99	0	3	103
Increase	13	0	0	0	0	13
Decrease <sup>1)</sup>	11	0	58	0	2	71
Balance sheet value as of 31 December 2024	2	1	42	0	0	45

<sup>1)</sup> The environmental provision related to Naantali refinery's shutdown in 2021 was reduced by EUR 55 million during the third quarter of 2024 based on an action plan updated in line with the assessment of the situation and research findings.

## 19 Liabilities

<b>Long-term liabilities, EUR million</b>	<b>2025</b>	<b>2024</b>
Bonds	2,796	2,115
Loans from financial institutions	1,147	1,327
Advanced payments	16	17
Liabilities to Group companies		
Other long-term liabilities	0	3
Accruals and deferred income	5	8
Long-term liabilities total	3,964	3,471
<b>Interest-bearing liabilities due after five years, EUR million</b>	<b>2025</b>	<b>2024</b>
Loans from financial institutions	93	93
Bonds	1,092	1,091
	1,186	1,184
<b>Short-term liabilities, EUR million</b>	<b>2025</b>	<b>2024</b>
Bonds	0	0
Loans from financial institutions	6	81
Advances received	18	14
Trade payables	421	642
Liabilities to Group companies		
Advances received	0	0
Trade payables	1,113	643
Other short-term liabilities	1,796	1,737
Accruals and deferred income	60	67
Total	2,969	2,448
Liabilities to associated companies		
Trade payables	9	11
Total	9	11
Other short-term liabilities	427	738
Accruals and deferred income	334	355
<b>Short-term liabilities total</b>	<b>4,184</b>	<b>4,287</b>

<b>Short-term accruals and deferred income, EUR million</b>	<b>2025</b>	<b>2024</b>
Salaries and indirect employee costs	94	55
Accrued interests	81	57
Accrued taxes	29	9
Derivative financial instruments	190	296
Other short-term accruals and deferred income	1	5
	394	421

<b>Interest-bearing and interest-free liabilities, EUR million</b>	<b>2025</b>	<b>2024</b>
Long-term liabilities		
Interest-bearing liabilities	3,943	3,442
Interest-free liabilities	21	29
	3,964	3,471
Short-term liabilities		
Interest-bearing liabilities	1,799	2,117
Interest-free liabilities	2,385	2,170
	4,184	4,287

### Listed bond issues

<b>Issued/Maturity</b>	<b>Interest basis</b>	<b>Interest rate, %</b>	<b>Currency</b>	<b>Nominal EUR million</b>	<b>Carrying amount, EUR million</b>
2021/2028	Fixed	0.750	EUR	500	498
2023/2029	Fixed	3.875	EUR	500	498
2023/2031	Fixed	3.875	EUR	600	600
2023/2033	Fixed	4.250	EUR	500	505
2025/2030	Fixed	3.750	EUR	700	695
<b>Total outstanding carrying amount 31 December 2025</b>				2,800	2,796

## 20 Contingencies and commitments

<b>Contingent liabilities, EUR million</b>	<b>2025</b>	<b>2024</b>
<b>Contingent liabilities given on own behalf</b>		
Real estate mortgages	26	26
Pledged assets	0	0
Other contingent liabilities	16	21
Total	42	47
<b>Contingent liabilities given on behalf of Group companies</b>		
Guarantees	15	164
Total	15	164
<b>Contingent liabilities given on behalf of associated companies</b>		
Pledged assets	125	119
Total	125	119
<b>Contingent liabilities given on behalf of others</b>		
Guarantees	1	1
Total	1	1

### Other contingent liabilities

The Company is obliged to adjust VAT deductions made from real estate investments if the taxable utilization of real estate will decrease during a 10 years control period. The amount of VAT deductions on 31 December 2025 was EUR 35 million.

<b>Operating lease liabilities</b>	<b>2025</b>	<b>2024</b>
Due within a year	36	23
Due after a year	30	32
Total	67	55
<b>Capital commitments</b>		
Commitments for purchase of property, plant and equipment and intangible assets	83	35
Other commitments	4	5
Total	86	40

## 21 Derivative Financial instruments

EUR million	31 Dec 2025					31 Dec 2024				
	Nominal value by maturity		Fair Value			Nominal value by maturity		Fair Value		
	< 1 year	> 1 year	Positive	Negative	Net	< 1 year	> 1 year	Positive	Negative	Net
<b>Foreign exchange derivatives</b>										
Interest swaps	0	300	0	2	-2	0	300	0	6	-6
Foreign exchange derivatives, forwards	1,278	0	19	5	14	1,882	0	15	75	-60
Foreign exchange options										
Purchased	0	0	0	0	0	7	0	0	0	0
Written	0	0	0	0	0	7	0	0	0	0
<b>Derivatives designated as cash flow hedges</b>	1,278	0	19	7	12	1,896	0	15	81	-66
Interest rate swaps	0	550	12	0	12	0	550	29	0	29
<b>Derivatives designated as fair value hedges</b>	0	550	12	0	12	0	550	29	0	29
Foreign exchange derivatives, forwards	3,195	0	18	19	0	3,270	0	24	72	-48
Intra-group forward foreign exchange contracts	1,213	0	12	12	0	1,795	0	44	22	22
Currency options										
Purchased	0	0	0	0	0	0	0	0	0	0
Written	0	0	0	0	0	0	0	0	0	0
Intra-group currency options										
Purchased	0	0	0	0	0	0	0	0	0	0
Written	0	0	0	0	0	0	0	0	0	0
<b>Non-hedge accounting</b>	4,408	0	30	30	-1	5,065	0	68	94	-26

EUR million	31 Dec 2025					31 Dec 2024				
	Nominal value by maturity		Fair Value			Nominal value by maturity		Fair Value		
	< 1 year	> 1 year	Positive	Negative	Net	< 1 year	> 1 year	Positive	Negative	Net
<b>Commodity derivatives <sup>1)</sup></b>										
Oil and vegetable oil derivatives										
Sold forwards, million bbl	21	0	65	17	48	16	0	21	26	-5
Purchased forwards, million bbl	12	0	3	78	-75	17	0	37	51	-14
Intra-group oil and vegetable oil derivatives										
Sold forwards, million bbl	12	0	52	4	48	9	0	24	19	5
Purchased forwards, million bbl	12	0	10	43	-33	10	0	17	18	-1
Electricity and gas derivatives										
Sold forwards, GWh	159	0	1	0	1	7	126	0	0	0
Purchased forwards, GWh	2,152	751	0	13	-13	2,348	873	20	6	13
Intra-group electricity and gas derivatives										
Sold forwards, GWh	155	0	0	1	-1	1,061	661	2	12	-10
Purchased forwards, GWh	1,260	566	11	0	11	0	0	0	0	0
<b>Non-hedge accounting</b>	3,783	1,317	143	157	-14	3,469	1,659	119	132	-12
<b>Derivatives Total</b>			204	194	10			232	307	-75
of which										
Current derivative financial instruments			189	190	0			198	296	-98
Non-current derivative financial instruments			15	5	11			33	11	22

<sup>1)</sup>Commodity derivative contracts with non-hedge accounting status include oil, vegetable oil, electricity and gas derivative contracts. They consist of trading derivative contracts and cash flow hedges without hedge accounting status.

## Fair value estimations

Derivative financial instruments are initially recognized and subsequently re-measured at their fair values i.e.the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participant and the measurement date.

The fair value of exchange traded commodity futures and option contracts is determined using the forward exchange market quotations as per last business day of financial year. The fair value of over-the-counter derivative contracts is calculated using the net present value of the forward derivative contracts quoted market prices as per last business day of financial year.

Fair value hierarchy of derivatives, EUR million	2025				2024			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
<b>Financial assets</b>								
Non-current derivative financial instruments								
Interest rate derivatives	0	12	0	12	0	29	0	29
Currency derivatives	0	0	0	0	0	0	0	0
Commodity derivatives	0	2	0	2	0	4	0	4
Other financial assets	0	0	0	0	0	0	0	0
Current derivative financial instruments								
Currency derivatives	0	49	0	49	0	83	0	83
Commodity derivatives	106	35	0	141	57	58	0	115
<b>Financial liabilities</b>								
Non-current derivative financial instruments								
Intrest rate derivatives	0	2	0	2	0	6	0	6
Currency derivatives	0	0	0	0	0	0	0	0
Commodity derivatives	3	1	0	3	0	5	0	5
Current derivative financial instruments								
Currency derivatives	0	36	0	36	0	169	0	169
Commodity derivatives	110	43	0	153	71	56	0	127

Financial instruments that are measured in the balance sheet at fair value are presented according to following fair value measurement hierachy:

**Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities

**Level 2:** inputs other than quoted price included within Level 1 that are observable for the assets or liability, either directly (i.e. as prices) or indirectly (i.e derived from prices)

**Level 3:** inputs for the assets or liability that is not based on obervable market data (unobservable inputs).

## 22 Shares and holdings

	Country of incorporation	No. of shares	Holding -%
<b>Subsidiary shares</b>			
Kiinteistö Oy Espoon Keilaranta 21	Finland	16,000	100.00
Navidom Oy	Finland	50	50.00
Neste (Suisse) S.A.	Switzerland	200	100.00
Neste AB	Sweden	2,000,000	100.00
Neste Belgium NV	Belgium	615	100.00
Neste Canada Inc.	Canada	30,000	100.00
Neste Components B.V.	Netherlands	40	100.00
Neste Eesti AS	Estonia	10,000	100.00
Neste Germany GmbH	Germany	25,000	100.00
Neste Insurance Limited	Guernsey	7,000,000	100.00
Neste Markkinointi Oy	Finland	210,560	100.00
Neste Netherlands B.V.	Netherlands	18,000	100.00
Neste Pretreatment Rotterdam B.V.	Netherlands	18,000	100.00
Neste Renewable Products Inc.	USA	5,000	100.00
Neste Renewable Solutions US, Inc.	USA	1,000	100.00
Neste RPC Solutions US, Inc.	USA	1,000	100.00
Neste Shipping Oy	Finland	101	100.00
Neste Singapore Pte. Ltd.	Singapore	1,727,535,875	100.00
Neste Spain S.L.	Spain	3,000	100.00
Neste US, Inc.	USA	1,000	100.00
SIA Neste Latvija	Latvia	348	100.00
UAB Neste Lietuva	Lithuania	1,055,134	100.00
<b>Associated companies</b>			
A/B Svartså Vattenverk - Mustijoen Vesilaitos O/Y	Finland	14	40.00
Kilpilahden Voimalaitos Oy	Finland	20,000	40.00
Neste Arabia Co. Ltd.	Saudi-Arabia	480	48.00

	Country of incorporation	No. of shares
<b>Other shares and holdings</b>		
Circularise B.V.	Netherlands	19,420
CLEEN Oy	Finland	100
Kiinteistö Oy Himoksen Aurinkopaikka	Finland	51
Kiinteistö Oy Katinkullan Hiekkaniemi	Finland	102
Kiinteistö Oy Katinkultaniemi	Finland	51
Kiinteistö Oy Kotkan Klubi	Finland	30
Kiinteistö Oy Kuusamon Tähti 1	Finland	51
Kiinteistö Oy Laavutieva	Finland	51
Kiinteistö Oy Lapinniemi & Osakeyhtiö Lapinniemi	Finland	24
Posintra Oy	Finland	190
Sunfire GmbH	Germany	264,121
<b>Telephone shares</b>		
Elisa Oyj	Finland	1
Pietarsaaren Seudun Puhelin Oy	Finland	3
Savonlinnan Puhelinosuuskunta SPY	Finland	1

## 23 Disputes and potential litigations

Neste Corporation is involved in legal proceedings and disputes incidental to its business. In management's opinion, the outcome of these cases is difficult to predict but not likely to have material effect on the Neste's financial position.

## 24 Unbundling of natural gas network operations

### Unbundling of natural gas network and natural gas sales operations

Chapter 13 of the Natural gas Market Act (587/2017) provides for accounting separation of natural gas business and non-natural gas business. In addition, computational separation is regulated by the Decree of the Ministry of Economic Affairs and Employment of the separation natural gas businesses (1306/2019).

#### Accounting policies

According to the Natural Gas Market Act, business transactions and balance sheet items are booked in to the income statements and balance sheets of business in accordance with the accrual principle.

Income statement and balance sheet items that not directly attributable to business operations in accordance with the accruals principle, distributed on the basis of the size of the business.

The remaining balance sheet difference will be equalized in the balance sheet to the point 'Cash and cash equivalents'.

INCOME STATEMENT, EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
<b>Revenue</b>	7	10
Other operating income		
Utility income	12	13
Materials and services		
External services		
Network service fees	-19	-21
Other external services	0	0
Personnel expenses		
Wages and salaries	0	0
Depreciation, amortization and write-downs		
Depreciation according to the plan		
Planned depreciation of natural gas network assets	0	0
Other operating expenses	-1	-1
<b>Operating profit/loss</b>	0	1
<b>Financial income and expenses</b>	0	0
<b>Profit/loss before appropriations and taxes</b>	0	1
Appropriations		
Group contribution received	1	0
<b>Profit for the year</b>	1	1

BALANCE SHEET, EUR million	31 Dec 2025	31 Dec 2024
<b>ASSETS</b>		
<b>Fixed assets and other long-term investments</b>		
Tangible assets		
Tangible assets of natural gas network	0	0
	0	0
<b>Current assets</b>		
Inventories	0	0
Receivables		
Long-term receivables	0	0
Short-term receivables		
Trade receivables	1	1
Other receivables	0	1
Cash and cash equivalents	0	-1
	2	1
<b>Total assets</b>	2	1
<b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>		
<b>Shareholders' equity</b>		
Share capital	0	0
Other funds and reserves	0	0
Retained earnings	0	-1
Profit/loss for the year	1	1
	1	0
<b>Accumulated appropriations</b>	0	0
<b>Provisions for liabilities and charges</b>	0	0
<b>Long-term liabilities</b>		
Short-term liabilities	0	0
Short-term interest-free liabilities		
Trade payables	1	1
	1	1
<b>Total equity and liabilities</b>	2	1

# Notes to the unbundling of natural gas network operations

## Natural gas network's fixed assets net investments

Tangible assets	Natural gas network
Acquisition cost as of 1 January 2025	0
Increases	0
Decreases	0
Acquisition cost as of 31 December 2025	0
Accumulated depreciation and write-downs as of 1 January 2025	0
Depreciation and write-downs for the period	0
Accumulated depreciation and write-downs as of 31 December 2025	0
Balance sheet value as of 31 December 2025	0

Tangible assets	Natural gas network
Acquisition cost as of 1 January 2024	0
Increases	0
Decreases	0
Acquisition cost as of 31 December 2024	0
Accumulated depreciation and write-downs as of 1 January 2024	0
Depreciation and write-downs for the period	0
Accumulated depreciation and write-downs as of 31 December 2024	0
Balance sheet value as of 31 December 2024	0

## Natural gas network's return on investment

	2025	2024
Return on investment, %	54.11	43.81

## Unbundling of natural gas sales operations

<b>INCOME STATEMENT, EUR million</b>	<b>1 Jan–31 Dec 2025</b>	<b>1 Jan–31 Dec 2024</b>
<b>Revenue</b>	78	79
Other operating income		
Utility income	0	75
Materials and services		
Materials, supplies and goods		
Purchases during the period	-93	-158
Change of inventory	0	0
Personnel expenses		
Wages and salaries	0	0
Depreciation, amortization and write-downs	0	0
Other operating expenses	0	0
<b>Operating profit/loss</b>	-15	-3
Financial income and expenses	0	0
<b>Profit/loss before appropriations and taxes</b>	-15	-3
Appropriations		
Group contribution received	15	0
<b>Profit/loss for the year</b>	0	-3

<b>BALANCE SHEET, EUR million</b>	<b>31 Dec 2025</b>	<b>31 Dec 2024</b>
<b>ASSETS</b>		
<b>Fixed assets and other long-term investments</b>	0	0
<b>Current assets</b>		
Inventories	0	0
Receivables		
Long-term receivables	0	0
Short-term receivables		
Trade receivables	8	5
Other receivables	1	4
Cash and cash equivalents	9	30
	18	39
<b>Total assets</b>	18	39
<b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>		
<b>Shareholders' equity</b>		
Share capital	0	0
Other funds and reserves	0	0
Retained earnings	1	4
Profit/loss for the year	0	-3
	1	1
<b>Accumulated appropriations</b>	0	0
<b>Provisions for liabilities and charges</b>	0	0
<b>LIABILITIES</b>		
Long-term liabilities	0	0
Short-term liabilities		
Short-term interest-fee liabilities		
Trade payables	17	38
	17	38
<b>Total equity and liabilities</b>	18	39

## Notes to the unbundling of natural gas sales operations

### Currency derivatives

Realized and unrealized gains and losses on currency derivatives related to the sale of natural gas are booked in the materials and services group on the income statement in the sale of natural gas.

<b>The effect of financial instruments in the income statement</b>	<b>2025</b>	<b>2024</b>
Materials and services; Derivatives		
Realized gain	1	0
Realized loss	0	0
Unrealized gain	0	0
Unrealized loss	0	0

# Proposal for the distribution of earnings and signing of the Review by the Board of Directors and the Financial Statements

The Parent company's distributable equity as of 31 December 2025 stood at EUR 3,192 million. The Board of Directors proposes Neste Corporation to pay a dividend of EUR 0.20 per share for 2025, totalling EUR 154 million, and that any remaining distributable funds be allocated to retained earnings.

### Confirmation of the Board of Directors and the CEO

We confirm that

- the consolidated financial statements prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union and the financial statements of the parent company prepared in accordance with the laws and regulations governing the preparation of financial statements in Finland give a true and fair view of the assets, liabilities, financial position and profit or loss of the company and the undertakings included in the consolidation taken as a whole;
- the management report includes a fair review of the development and performance of the business and the position of the company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face and
- that the sustainability report within management report is prepared in accordance with sustainability reporting standards referred to in Chapter 7 of the Accounting Act and with the Article 8 of Taxonomy Regulation

Espoo, 4 February 2026

**Pasi Laine**

**John Abbott**

**Nick Elmslie**

**Anna Hyvönen**

**Just Jansz**

**Essimari Kairisto**

**Conrad Keijzer**

**Sari Mannonen**

**Heikki Malinen**  
President and CEO

## The Auditor's Note

A report on the audit performed has been issued today.

Helsinki, 4 February 2026

KPMG Oy Ab  
Authorized Public Accountants

**Leenakaisa Winberg**  
Authorized Public Accountant

This document is an English translation of the Finnish auditor's report. Only the Finnish version of the report is legally binding.

# Auditor's Report

To the Annual General Meeting of Neste Corporation

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Neste Corporation (business identity code 1852302-9) for the year ended 31 December 2025. The financial statements comprise the consolidated statement of financial position, income statement, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Audit Committee.

### Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 9 to the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Materiality

The scope of our audit was influenced by our application of materiality. The materiality is determined based on our professional judgement and is used to determine the nature, timing and extent of our audit procedures and to evaluate the effect of identified misstatements on the financial statements as a whole. The level of materiality we set is based on our assessment of the magnitude of misstatements that, individually or in aggregate, could reasonably be expected to have influence on the economic decisions of the users of the financial statements. We have also taken into account misstatements and/or possible misstatements that in our opinion are material for qualitative reasons for the users of the financial statements.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. The significant risks of material misstatement referred to in the EU Regulation No 537/2014 point (c) of Article 10(2) are included in the description of key audit matters below.

We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

**THE KEY AUDIT MATTER****Biofuel credits****(reference to notes 4, 5 and 18 in the consolidated financial statements)**

Renewable Products revenue includes income deriving from biofuel credits which Neste earns based on its sales operations and production, especially in the USA. These types of credits relate to the import and sales of renewable fuels in the form of Renewable Identification Number (RINs) and Low Carbon Fuel Standard (LCFSs) credits, as well as to the production of renewable fuels in the form of Glen Fuel Production Credit (CFPCs).

RINs, LCFSs and CFPCs are accounted for as government grants upon receipt of the product inventory in the USA and are recognized as revenue when biofuel credits are sold to a third party. RINs and LCFSs are accounted for as inventory to the extent they have been separated from the physical goods, which happens when renewable fuel is blended with fossil fuel.

As there is a risk relating to accuracy of biofuel credits accounting it has been considered as a key audit matter.

**HOW THE MATTER WAS ADDRESSED IN THE AUDIT**

Our audit procedures related to biofuel credits included:

- Evaluating the appropriateness of the accounting policies applied when recording biofuel credits in relation to relevant IFRS principles.
- Evaluation of the process for registering biofuel credits and reconciling balances to the eligible credits.
- Comparing of the registered balances against the systems administered by the Environmental Protection Agency (EPA) in the USA.

In addition, our audit procedures to confirm accuracy of biofuel credits accounting included:

- Testing of revenue recognition on a sample basis based on the sales agreements and system generated reports.
- Comparing the valuation of RINs and LCFSs accounted for as inventory to quoted market prices.
- Comparing of the value of the CFPCs to the actual or agreed transaction prices.

**THE KEY AUDIT MATTER****Valuation of inventories****(reference to note 18 in the consolidated financial statements and to note 13 in the parent company financial statements)**

The company has significant inventory balances both in the Renewable Products and Oil Products segments. The inventory is valued at the lower of cost or net realizable value. The cost of inventory in the Renewable Products segment reflects purchase prices, which are impacted by the market prices of different feedstocks as well as the mix of feedstocks purchased.

Inventory management, stocktaking routines and costing of inventories are underlying key factors in determining the value of inventories.

Due to complexity of the inventory valuation calculations for Renewable Products the valuation of inventories in Renewable Product segment is considered as a key audit matter.

**HOW THE MATTER WAS ADDRESSED IN THE AUDIT**

Our audit procedures related to valuation of Renewable Products' inventories included:

- Evaluating the appropriateness of the accounting policies applied in relation to IFRS standards.
- Testing of controls over inventory management and valuation.
- Performing substantive audit procedures in order to test the accuracy of inventory valuation at the lower of cost or net realization value at reporting date by testing on a sample basis accuracy of relevant components related to valuation.

In addition, we have assessed the appropriateness of disclosures in the consolidated financial statements in respect of inventory valuation.

## THE KEY AUDIT MATTER

## HOW THE MATTER WAS ADDRESSED IN THE AUDIT

### Valuation of property, plant and equipment and goodwill in Renewable Products (reference to notes 4, 13 and 14 in the consolidated financial statements and to accounting policies as well as note 11 in the parent company financial statements)

As of 31 December 2025, the total assets of Renewable Products (RP) segment amounts EUR 10.1 billion including EUR 0.5 billion value of goodwill.

During the latest years Neste has made remarkable investments to increase its capacity in RP business. At the same time geopolitical tensions and political issues in global trade could affect economic growth and hurt the demand and supply balance in the markets Neste operates in.

During 2025 the company started to implement performance improvement program. Over the financial year, the company's financial position and result have strengthened.

At each reporting date, the management has to assess whether there are any indications that assets may be impaired. If any such indications exists, the recoverable amount of the asset is to be estimated. In addition, goodwill is subject to an annual impairment test.

The main assumptions used in the valuation of RP's property, plant and equipment and goodwill relate to the estimated future operating cash flows and underlying sales margins as well as the discount rates that are used in calculating the present value.

The assumptions used in the valuation of the balances in question require substantial management estimation, and thus this is a key audit matter.

Our audit procedures regarding impairment testing included, among others:

- Assessing the key assumptions used in the calculations, such as profitability levels, discount rates used and long-term growth rate.
- Assessing whether the methods and the key assumptions used are appropriate and have been consistently applied year-on-year.
- Involving KPMG valuation specialists when considering the appropriateness of the assumptions used by comparing to external market and industry information and testing the technical accuracy of the calculations.

Regarding property, plant and equipment we have also assessed the management process to evaluate the appropriateness of the depreciation periods.

In addition, we have assessed the appropriateness of the related disclosures in the Group's financial statements.

We have not identified other key audit matters relating to the parent company's financial statements.

### Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to

those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the parent company or the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Other Reporting Requirements

### Information on our audit engagement

We were first appointed as auditors by the Annual General Meeting on March 30, 2021, and our appointment represents a total period of uninterrupted engagement of 5 years.

### Other Information

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report but does not include the financial statements or our auditor's report thereon. We have obtained the report of the Board of Directors prior to the date of this auditor's report, and the Annual Report is expected to be made available to us after that date. Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our

knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to the report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Other Opinions Based on Statutory Law

### *Opinion required by the Finnish Natural Gas Market Act*

Based on our audit, it is our responsibility to express an opinion on the matters required by the Finnish Natural Gas Market Act Chapter 13, Section 64.

The unbundled income statements, balance sheets and the supplementary information of the natural gas business operations are prepared in accordance with the Finnish Natural Gas Market Act and the rules and regulations issued thereunder.

### *Opinion regarding income tax report*

Our responsibility is to, based on our audit, express an opinion on the registration and publication of the income tax report required in Chapter 7 b of the Accounting Act.

The Board of Directors and the Managing Director are responsible for the registration and the publication of the income tax report.

In our opinion, the company has not been obliged to register and publish an income tax report referred to in Chapter 7 b of the Accounting Act for the financial year immediately preceding the financial year.

## Other Statements

We support that the financial statements and the consolidated financial statements should be adopted. The proposal by the Board of Directors regarding the use of the profit shown in the balance sheet is in compliance with the Limited Liability Companies Act. We support that the Members of the Board of Directors and the Managing Director of the parent company should be discharged from liability for the financial period audited by us.

Helsinki, 4 February 2026

**KPMG OY AB**

Audit Firm

**LEENAKAISA WINBERG**

Authorized Public Accountant, KHT

This document is an English translation of the Finnish Assurance Report on the Sustainability Statement. Only the Finnish version of the report is legally binding.

# Assurance Report on the Sustainability Statement

To the Annual General Meeting of Neste Corporation

We have performed a limited assurance engagement on the group sustainability statement of Neste Corporation (business identity code 1852302-9) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the financial year 1.1.–31.12.2025.

## Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group sustainability statement does not comply, in all material respects, with

- 1) the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS), and
- 2) the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Neste Corporation has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment).

Our opinion does not cover the tagging of the group sustainability statement with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that requirement in the absence of requirements for the tagging of sustainability information in the ESEF regulation or other European Union legislation.

## Basis for Opinion

We performed the assurance of the group sustainability statement as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Our responsibilities under this standard are further described in the Responsibilities of the Authorized Group Sustainability Auditor section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Authorized Group Sustainability Auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The authorized group sustainability auditor applies International Standard on Quality Management ISQM 1, which requires the authorized sustainability audit firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director of Neste Corporation are responsible for:

- the group sustainability statement and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified,
- the compliance of the group sustainability statement with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088, and for
- such internal control as the Board of Directors and the Managing Director determine is necessary to enable the preparation of a group sustainability statement that is free from material misstatement, whether due to fraud or

## **Inherent Limitations in the Preparation of a Sustainability Statement**

Preparing a group sustainability statement requires a company to make materiality assessment to identify relevant matters to report. This includes significant management judgment and choices. It is also characteristic to the sustainability reporting that reporting of this kind of information includes estimates and assumptions as well as measurement and estimation uncertainty.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

When reporting forward-looking information in accordance with ESRS standards, a company's management is required to make assumptions about possible future events, and to disclose the company's possible future actions in relation to those events, as well as to prepare the forward-looking information based on these assumptions. Actual results are likely to differ because forecasted events often do not occur as expected.

## **Responsibilities of the Authorized Group Sustainability Auditor**

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group sustainability statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the group sustainability statement.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the group sustainability statement, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## **Description of the Procedures That Have Been Performed**

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included for ex. the following:

- We interviewed the company's management and persons responsible for collecting and preparing the information contained in the group sustainability statement.

- Regarding the double materiality assessment process, we assessed the implementation of the process carried out by the company and the information disclosed on the double materiality assessment process in relation to the requirements of the ESRS standards.
- Through interviews we gained understanding of the group's key processes and information systems related to collecting and consolidating the sustainability information.
- We got acquainted with the group's internal guidelines and operating principles relevant to the sustainability information disclosed in the group sustainability statement.
- We got acquainted with the background documentation and documents prepared by the company, as applicable, and assessed whether they support the information included in the group sustainability statement.
- We assessed the information disclosed on material sustainability matters in the group sustainability statement in relation to the requirements of the ESRS standards.
- In relation to the EU taxonomy information, we gained understanding about the process by which the company has defined taxonomy eligible and taxonomy aligned activities, and assessed the regulatory compliance of the information provided.

Helsinki, 4 February 2026

**KPMG OY AB**

Authorized Sustainability Audit Firm

**LEENAKAISA WINBERG**

Authorized Sustainability Auditor, KRT



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# Information for investors

Neste shares are listed on Nasdaq Helsinki under the trading code NESTE. The company had 194,382 (187,413) shareholders at the end of 2025.

## Annual General Meeting

Neste Corporation's Annual General Meeting will be held on Wednesday 25 March 2026 at 10:30 a.m. EET in the Marina Congress Center, Katajanokanlaituri 6, Helsinki. Registration and the distribution of voting papers will begin at 8:30 a.m. EET. Shareholders wishing to participate in the Annual General Meeting should inform the company by 4:00 p.m. EET on 17 March 2026 at the latest:

- Via Neste Corporation's website [www.neste.com](http://www.neste.com), by following the instructions detailed therein, or
- By phone, at +358 20 770 6862 (Monday–Friday, 9:00–11:00 a.m. and 1:00–3:00 p.m. EET), or
- By letter, addressed to Neste Corporation, Annual General Meeting, POB 95, FI-00095 NESTE.

Holders of proxies are requested to forward them when stating their wish to participate, ensuring that they reach the company by 4:00 p.m. EET on 17 March 2026 at the latest.

The Board of Directors proposes to the AGM that a dividend of EUR 0.20 per share be paid on the basis of the approved balance sheet for 2025. The dividend will be paid in one installment.

## Interim reports in 2026

Neste Corporation will publish financial reports in 2026 as follows:

- Interim report January–March 2026: 29 April 2026
- Half-year financial report January–June 2026: 24 July 2026
- Interim report January–September 2026: 29 October 2026

The Interim reports are published in Finnish and English and can be downloaded at [neste.com/investors](http://neste.com/investors).

## Dividend payment in 2026

**13 March 2026**  
AGM record date.

**27 March 2026**  
Record date of the dividend payment.

**7 April 2026**  
Dividend payment date.

## Contact information

### Investor Relations:

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Investor Relations  
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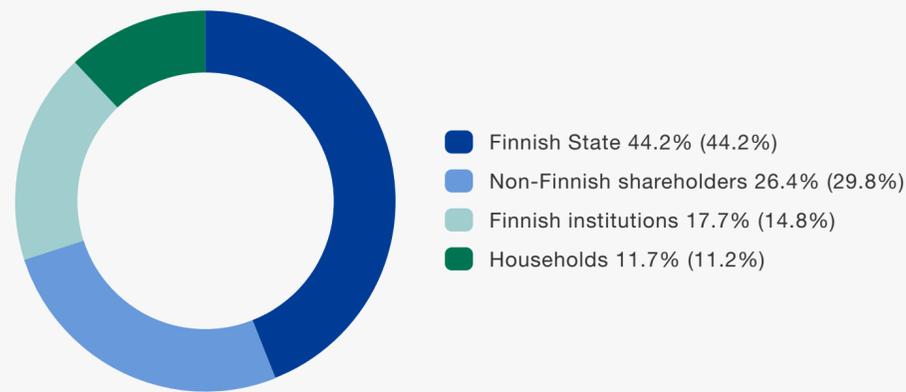
### Debt Investor and Banking Relations:

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+358 50 458 1492  
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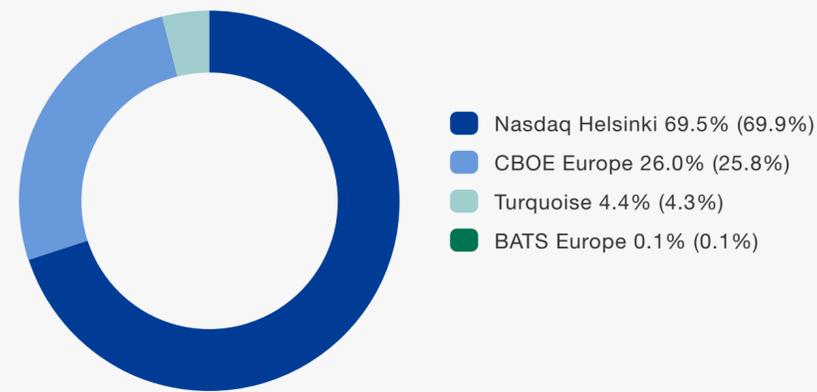
### Neste's general email address for investors:

[investors@neste.com](mailto:investors@neste.com)

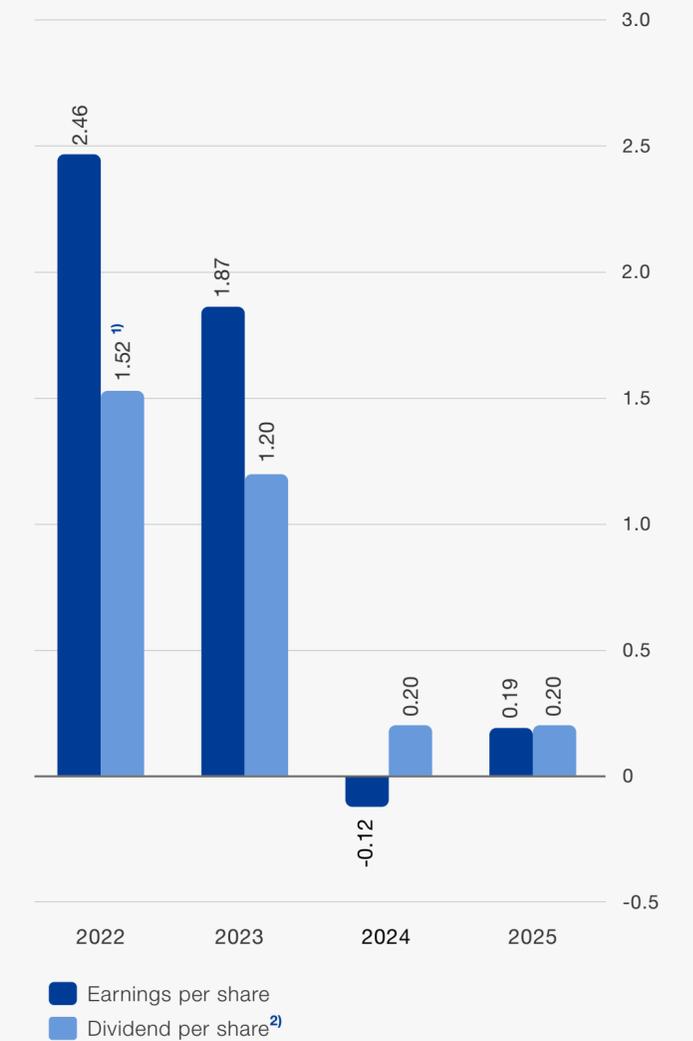
Shareholder structure on 31 December 2025, %



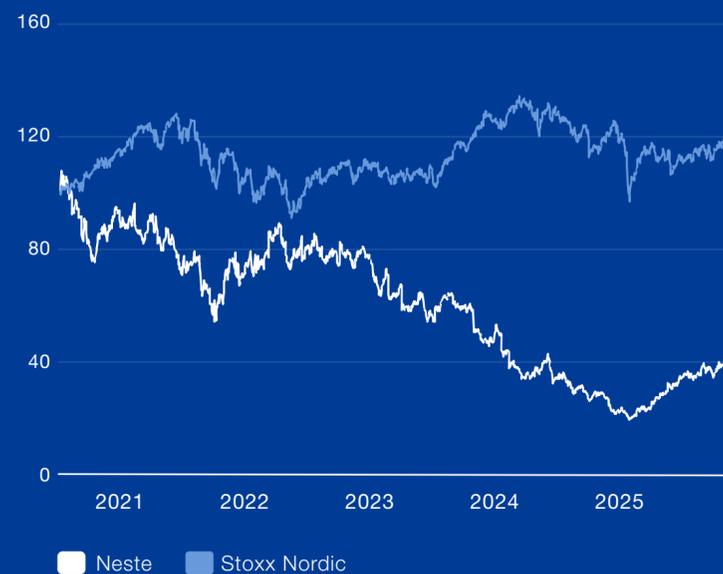
Neste share's trading volumes in 2025, %



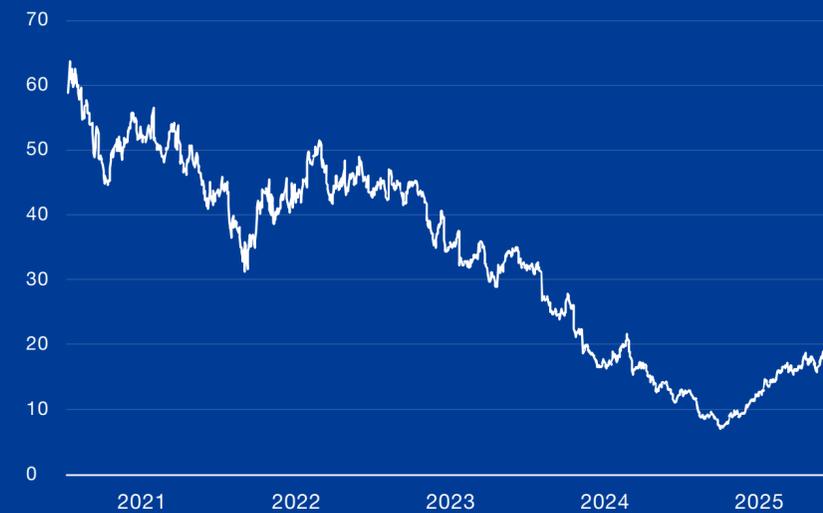
Earnings per share and dividend per share, EUR



Shareholders' total return, indexed



Neste's share performance 2021–2025, EUR



Total shareholder return, %



<sup>1)</sup> 2022: Ordinary dividend 1.02 + Extraordinary dividend 0.50  
<sup>2)</sup> 2025: Board's proposal to the AGM.

## Key Figures 2025

	2025	2024	Change,%
<b>Income statement</b>			
Revenue, MEUR	19,016	20,635	-8%
EBITDA, MEUR	1,438	1,005	43%
Operating profit, MEUR	503	25	1,912%
Profit before income taxes, MEUR	199	-113	276%
Profit for the period, MEUR	144	-95	252%
Comparable EBITDA, MEUR	1,683	1,252	34%
<b>Profitability, %</b>			
Return on equity (ROE), %	2.0	-1.2	267%
Comparable return on average capital employed after tax (Comparable ROACE), %	5.3	2.5	112%
<b>Financing and financial position</b>			
Total equity, MEUR	7,314	7,417	-1%
Interest-bearing net debt, MEUR	3,817	4,192	-9%
Leverage ratio, %	34.3	36.1	-5%
Equity-to-assets ratio, %	46.6	47.7	-2%
Net Debt to EBITDA, %	2.7	4.2	-36%
Net cash generated from operating activities, MEUR <sup>1)</sup>	1,747	1,154	51%
<b>Other indicators</b>			
Capital employed, MEUR	12,497	12,564	-1%
Net working capital in days outstanding	34.7	39.4	-12%
Capital expenditure and investment in shares, MEUR	1,253	2,006	-38%
Research and development expenditure, MEUR	63	86	-27%
Average number of personnel	5,214	5,796	-10%
Total Recordable Injury Frequency per million hours worked (TRIF)	2.1	2.2	-5%
Process Safety Event Rate (PSER)	0.9	1.3	-31%

	2025	2024	Change,%
<b>Share-related indicators</b>			
Earnings per share (EPS), EUR	0.19	-0.12	258%
Equity per share, EUR	9.52	9.65	-1%
Cash flow per share, EUR <sup>2)</sup>	2.27	1.50	51%
Dividend per share, EUR	0.20 <sup>3)</sup>	0.20	0%
Dividend payout ratio, %	106.6 <sup>3)</sup>	-162.3	166%
Dividend yield, %	1.0 <sup>3)</sup>	1.6	-38%
Share price at the end of the period, EUR	19.41	12.13	60%
Average share price, EUR	11.84	19.26	-39%
Lowest share price, EUR	6.79	10.98	-38%
Highest share price, EUR	20.22	33.60	-40%
Market capitalization at the end of the period, MEUR	14,930	9,331	60%

<sup>1)</sup> The 2024 net cash generated from operating activities has been restated in line with the restatement made into Consolidated Cash Flow Statement.

<sup>2)</sup> The 2024 cash flow per share has been restated in line with the restatement made into Consolidated Cash Flow Statement.

<sup>3)</sup> Board of Directors proposal to the Annual General Meeting

	2025	2024	Change,%
<b>GHG indicators</b>			
Reduced GHG emissions by Neste customers with Neste's renewable products (compared to fossil fuel) in MtCO <sub>2</sub> e <sup>1)</sup>	14.2	12.1	17%
Neste's absolute GHG emissions in scope 1 and 2 (own operations) (tCO <sub>2</sub> e) <sup>2)</sup>	3.1	2.7	15%
Use-phase emission intensity of sold fuel products (gCO <sub>2</sub> e/MJ) <sup>3)</sup>	54	54	0%

<sup>1)</sup> Annual Greenhouse gas (GHG) emission reduction achieved over the lifecycle with Neste's renewable products compared to fossil fuel. The value is based on market regulations which provide the methodology and define the fossil diesel reference GHG emissions values.

<sup>2)</sup> Market-based emissions for scope 2

<sup>3)</sup> Use phase emission intensity is calculated by dividing the GHG emissions from the use of fuel products sold by Neste (part of scope 3) with the total amount of sold energy (gCO<sub>2</sub>e/MJ).

