

NESTE

Annual Report 2025

Financials





Financial statements

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Consolidated Statement of Income

EUR million	Note	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
Revenue	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
Operating profit		503	25
Financial income and expenses	10		
Financial income		27	47
Financial expenses		-205	-156
Exchange rate and fair value gains and losses		-125	-29
Total financial income and expenses		-304	-138
Profit before income taxes		199	-113
Income tax expense	11	-55	19
Profit for the period		144	-95
Profit attributable to			
Owners of the parent		144	-95
Non-controlling interests		0	0
		144	-95
Earnings per share from profit attributable to owners of the parent (in euro per share)	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
Profit for the period	144	-95
Other comprehensive income net of tax:		
Items that will not be reclassified to profit or loss		
Remeasurements on defined benefit plans	3	5
Net change of other investments at fair value	-7	-15
Total	-4	-10
Items that may be reclassified subsequently to profit or loss		
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
Other comprehensive income for the period, net of tax	-97	-34
Total comprehensive income for the period	47	-128
Total comprehensive income attributable to:		
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
ASSETS			
Non-current assets			
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
Total non-current assets		9,931	10,026
Current assets			
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
Total current assets		5,817	5,555
Total assets		15,749	15,581

EUR million	Note	31 Dec 2025	31 Dec 2024
EQUITY			
Capital and reserves attributable to the owners of the parent			
	20		
Share capital		40	40
Other equity		7,274	7,377
Total		7,314	7,417
Non-controlling interests			
Total equity		7,314	7,417
LIABILITIES			
Non-current liabilities			
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
Total non-current liabilities		5,350	4,953
Current liabilities			
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
Total current liabilities		3,085	3,210
Total liabilities		8,435	8,164
Total equity and liabilities		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 ¹⁾ 1 Jan–31 Dec 2024
Cash flows from operating activities			
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 ¹⁾		-191	-155
Net cash generated from operating activities		1,747	1,154

EUR million	Note	1 Jan–31 Dec 2025	Restated ¹⁾ 1 Jan–31 Dec 2024
Cash flows from investing activities			
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
Cash flows from investing activities		-988	-1,496
Cash flow before financing activities		759	-341
Cash flows from financing activities			
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
Cash flows from financing activities		-312	-314
Net decrease (-) / increase (+) in cash and cash equivalents		447	-655
Cash and cash equivalents at beginning of the period		955	1,575
Exchange gains (+) / losses (-) on cash and cash equivalents ¹⁾		-36	36
Cash and cash equivalents at end of the period	17	1,367	955

¹⁾ 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
Total equity at 1 January 2025		40	7	16	-5	-82	-63	-32	7,536	7,417	0	7,417
Profit for the period									144	144	0	144
Other comprehensive income for the period, net of tax						87	3	-187		-97		-97
Total comprehensive income for the period		0	0	0	0	87	3	-187	144	47	0	47
Transactions with the owners in their capacity as owners												
Dividend decision									-154	-154		-154
Share-based compensation					0				3	3		3
Transfer from retained earnings			0						0	0		0
Total equity at 31 December 2025	20	40	7	16	-4	5	-60	-218	7,529	7,314	0	7,314
Total equity at 1 January 2024		40	7	16	-5	56	-67	-131	8,548	8,463	0	8,463
Profit for the period									-95	-95	0	-95
Other comprehensive income for the period, net of tax						-138	5	100		-34		-34
Total comprehensive income for the period		0	0	0	0	-138	5	100	-95	-128	0	-128
Transactions with the owners in their capacity as owners												
Dividend decision									-922	-922	0	-922
Share-based compensation					0				3	3		3
Transfer from retained earnings			0						0	0		0
Total equity at 31 December 2024	20	40	7	16	-5	-82	-63	-32	7,536	7,417	0	7,417

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 ¹⁾	USD million	+/-115	+/-115
+/- USD 50/t in Renewable Products refining margin ²⁾	USD million	+/-280	+/-280

¹⁾ Inventory valuation gains/losses excluded from comparable EBITDA

²⁾ 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 ¹⁾	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

¹⁾ 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

Maturity profile of financial liabilities based on contractual payments 31 Dec 2025	2026	2027	2028	2029	2030	2031-	Total
Trade payables and other liabilities	2,287	1	17	1	1	12	2,319
Interest-bearing liabilities							
Bonds ¹⁾	0	0	500	500	700	1,100	2,800
Loans from financial institutions	265	248	500	200	200	0	1,413
Lease liabilities ²⁾	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

¹⁾ Refer to Note 21 Financial liabilities for further information ²⁾ Refer to Note 29 Leases for further information

Maturity profile of financial liabilities based on contractual payments 31 Dec 2024	2025	2026	2027	2028	2029	2030-	Total
Trade payables and other liabilities	2,092	1	1	15	1	13	2,124
Interest-bearing liabilities							
Bonds ¹⁾	0	0	0	500	500	1,100	2,100
Loans from financial institutions	253	156	773	0	200	200	1,582
Lease liabilities ²⁾	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

¹⁾ Refer to Note 21 Financial liabilities for further information ²⁾ 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
Financial impact of netting for instruments subject to an enforceable master netting agreement (or similar)								
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).

Analysis of trade receivables by age	31 Dec 2025	31 Dec 2024
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 ¹⁾	46	85
Trade receivables – Net	1,128	1,319

¹⁾ 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.

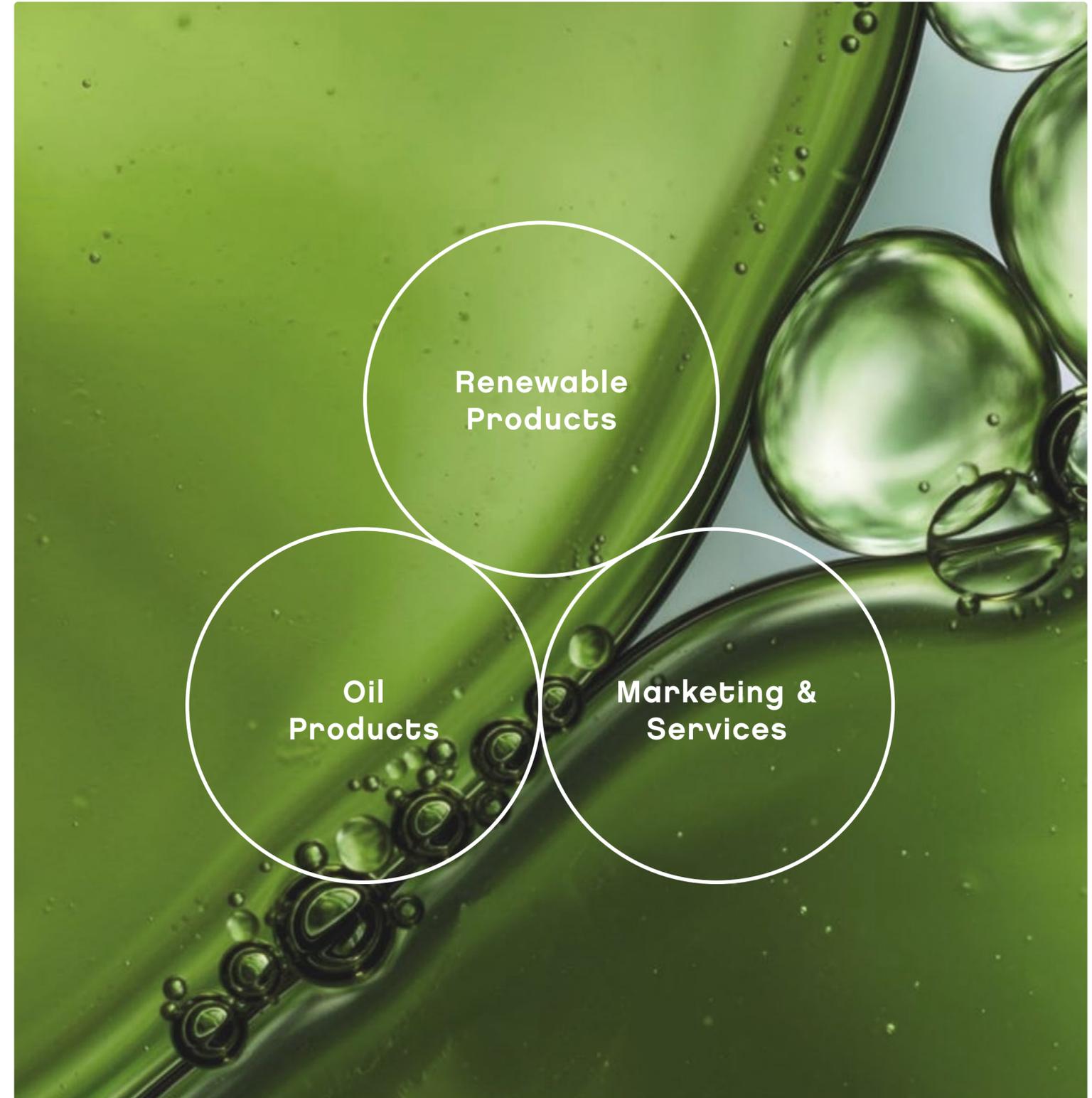
The 'other expenses' included in the consolidated statement of income for each business segment includes the following major items:

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:

2025	Renewable Products ¹⁾	Oil Products	Marketing & Services	Others	Eliminations	Group	Note
IS External revenue	7,817	6,920	4,272	7	0	19,016	
Internal revenue	278	2,403	37	160	-2,878	0	
IS Total revenue	8,095	9,322	4,310	166	-2,878	19,016	5
IS Other income	48	60	5	37	-25	125	6
IS, CF Share of profit (loss) of associates and joint ventures	-4	11	0	0	0	7	15
IS Materials and services	-6,644	-8,353	-4,089	-6	2,720	-16,372	7
IS Employee benefit costs	-247	-133	-34	-170	0	-584	8
IS, CF Depreciation, amortization and impairments	-567	-314	-27	-32	5	-934	
IS Other expenses	-530	-268	-82	-58	184	-753	9
IS Operating profit ¹⁾	151	325	82	-62	6	503	
IS Financial income and expense						-304	10
IS Profit before income taxes						199	
IS Income tax expense						-55	11
IS 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	
IS, CF Depreciation, amortization and impairments	-567	-314	-27	-32	5	-934	
IS Operating profit	151	325	82	-62	6	503	

¹⁾ 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.

2025	Renewable Products	Oil Products	Marketing & Services	Others	Eliminations	Group	Note
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	
BS Investments in associates and joint ventures	22	32	0	0	0	54	15
BS Deferred tax assets						221	11
Unallocated assets						1,653	
BS Total assets	10,060	3,249	558	259	-250	15,749	
Segment operating liabilities	1,979	1,347	403	196	-250	3,674	
BS Deferred tax liabilities						370	11
Unallocated liabilities						4,391	
BS 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				

2024	Renewable Products ¹⁾	Oil Products	Marketing & Services	Others	Eliminations	Group	Note
IS External revenue	7,075	8,904	4,645	11	0	20,635	
Internal revenue	246	2,925	42	114	-3,326	0	
IS Total revenue	7,321	11,829	4,687	125	-3,326	20,635	5
IS Other income	22	22	5	33	-27	54	6
IS, CF Share of profit (loss) of associates and joint ventures	-6	-2	0	0	0	-9	15
IS Materials and services	-6,289	-10,839	-4,475	-12	3,228	-18,388	7
IS Employee benefit costs	-257	-135	-33	-156	0	-582	8
IS, CF Depreciation, amortization and impairments	-589	-322	-28	-41	0	-980	
IS Other expenses	-549	-207	-83	1	132	-706	9
IS Operating profit ¹⁾	-347	345	72	-51	6	25	
IS Financial income and expense						-138	10
IS Profit before income taxes						-113	
IS Income tax expense						19	11
IS 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	
IS, CF Depreciation, amortization and impairments	-589	-322	-28	-41	0	-980	
IS Operating profit	-347	345	72	-51	6	25	

¹⁾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.

2024	Renewable Products	Oil Products	Marketing & Services	Others	Eliminations	Group	Note
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	
BS Investments in associates and joint ventures	32	21	0	0	0	53	15
BS Deferred tax assets						222	11
Unallocated assets						1,252	
BS Total assets	9,943	3,581	559	357	-333	15,581	
Segment operating liabilities	1,891	1,310	421	280	-328	3,574	
BS Deferred tax liabilities						335	11
Unallocated liabilities						4,255	
BS 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.

2025	Finland	Other Nordic countries	Baltic rim	Other European countries	USA	Other countries	Group
IS 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

2024	Finland	Other Nordic countries	Baltic rim	Other European countries	USA	Other countries	Group
IS 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
External revenue										
Fuels	7,273	6,428	4,171	0	17,872	6,355	8,421	4,539	0	19,315
Middle distillates ¹⁾	7,133	3,600	3,279	0	14,012	6,203	4,650	3,596	0	14,449
Light distillates ²⁾	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
IS Total	7,817	6,920	4,272	7	19,016	7,075	8,904	4,645	11	20,635

¹⁾ Middle distillates comprise diesel, jet fuels, low sulphur marine fuels, heating oil, renewable fuels, and sustainable aviation fuels (SAF).

²⁾ 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
External revenue										
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
IS Total	7,817	6,920	4,272	7	19,016	7,075	8,904	4,645	11	20,635

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
IS Total revenue	8,095	9,322	4,310	166	-2,878	19,016

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
IS Total revenue	7,321	11,829	4,687	125	-3,326	20,635

Revenue by operating destination	2025					2024				
	Renewable Products	Oil Products	Marketing & Services	Others	Total	Renewable Products	Oil Products	Marketing & Services	Others	Total
External revenue										
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
IS Total	7,817	6,920	4,272	7	19,016	7,075	8,904	4,645	11	20,635

Biofuel credits

Key drivers	2025	2024
Biomass-based diesel (D4) RIN, USD/RIN	1.01	0.59
California LCFS Credit, USD/CO ₂ 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
IS Other income	125	54

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
IS Materials and services	16,372	18,388

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
IS Employee benefit costs	584	582

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.

Number of personnel (average)	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
IS Other expenses	753	706

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.

Fees charged by the statutory auditor	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
Financial income		
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
Financial expenses		
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
Exchange rate and fair value gains and losses		
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 ¹⁾	-124	7
	-125	-29
IS, CF Total financial income and expenses	-304	-138

¹⁾Includes the price and exchange rate changes of loan agreements for precious metals used in catalysts.

Net gains/losses on financial instruments included in operating profit and fixed assets	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
IS Income tax expense	-55	19

The reconciliation of income taxes to the Finnish corporate tax rate	2025	2024
IS 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
IS 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.

Changes in deferred tax assets and liabilities 2025	On 1 Jan 2025	Charged to Income Statement	Charged in Other comprehensive income	Exchange rate differences and other changes	On 31 Dec 2025
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
BS 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
BS Deferred tax liabilities	335	33	2	0	370

Changes in deferred tax assets and liabilities 2024	On 1 Jan 2024	Charged to Income Statement	Charged in Other comprehensive income	Exchange rate differences and other changes	On 31 Dec 2024
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
BS 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
BS 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
OCI Remeasurements of defined benefit plans	4	-1	3
OCI Net change of other investments at fair value	-7	0	-7
OCI Translation differences	-187	0	-187
Cash flow hedges			
OCI recorded in equity	189	-25	165
OCI transferred to income statement	-81	9	-72
OCI Share of other comprehensive income of investments accounted for using the equity method	0	0	0
OCI Other comprehensive income	-80	-16	-97

	2024		
	Before tax	Tax (charge) / credit	After tax
OCI Remeasurements of defined benefit plans	6	-1	5
OCI Net change of other investments at fair value	-19	4	-15
OCI Translation differences	100	0	100
Cash flow hedges			
OCI recorded in equity	-163	23	-141
OCI transferred to income statement	23	-4	19
OCI Share of other comprehensive income of investments accounted for using the equity method	-2	0	-2
OCI 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
IS 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
IS Basic earnings per share (euro per share)	0.19	-0.12
Effect of share-based incentive plans (thousands) ¹⁾	460	289
Diluted weighted average number of shares during the year (thousands)	768,707	768,501
IS Diluted earnings per share (euro per share)	0.19	-0.12

¹⁾ 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.

2025	Goodwill	Intangible assets	Total
Gross carrying amount on 1 January	516	559	1,075
Exchange rate differences	-36	-1	-37
CF 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
BS Carrying amount on 1 January 2025	514	164	678
BS Carrying amount on 31 December 2025	478	130	608

2024	Goodwill	Intangible assets	Total
Gross carrying amount on 1 January	498	537	1,035
Exchange rate differences	19	4	23
CF 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
BS Carrying amount on 1 January 2024	496	185	681
BS 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:

	2025	2024
Renewable Products	478	514
BS 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.

2025	Land	Buildings and constructions	Machinery and equipment	Other tangible assets	Assets under construction	Total
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
BS Carrying amount on 1 January 2025	322	2,144	3,264	955	2,188	8,872
BS 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.

2024	Land	Buildings and constructions	Machinery and equipment	Other tangible assets	Assets under construction	Total
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
BS Carrying amount on 1 January 2024	295	2,230	3,254	767	1,241	7,786
BS 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
IS, CF Share of profit (loss) of associates and joint ventures	7	-9
OCI Share of other comprehensive income of investments accounted for using the equity method	0	-2
Translation differences	-3	1
Investments	-3	5
BS 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 ¹⁾	USA	29.50	29.99
Kilpilahti Power Plant Ltd	Joint Venture ²⁾	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
Non-current assets	34	36	468	501
Current assets				
Cash and cash equivalents	4	20	45	9
Other current assets (excl. cash and cash equivalents)	2	1	43	78
Total current assets	6	21	88	87
Non-current liabilities				
Non-current financial liabilities (excl. trade payables and provisions)	5	6	432	490
Other non-current liabilities	0	0	21	21
Total non-current liabilities	5	6	453	512
Current liabilities				
Current financial liabilities (excl. trade payables and provisions)	0	0	31	31
Other current liabilities	2	4	23	24
Total current liabilities	2	4	54	55
Net assets	33	47	49	22
Revenue	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
Profit/loss	-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
Opening net assets 1 January	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
Closing net assets 31 December	76	107	79	52
Interest in joint venture	22	32	32	21
Carrying value	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 ¹⁾			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 ¹⁾		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 ¹⁾			2,287	2,287	2,287			
Financial liabilities	12	390	7,234	7,636	7,677			

¹⁾ 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.

31 Dec 2024 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			128	128	128			
BS Derivative financial instruments		33		33	33	0	33	
BS Other financial assets	30	10		40	40			40
Current financial assets								
Trade and other receivables ¹⁾			1,490	1,490	1,490			
BS Derivative financial instruments	27	85		113	113	22	90	
BS Current investments				0	0			
BS Cash and cash equivalents			955	955	955			
Financial assets	57	128	2,573	2,758	2,758			
Non-current financial liabilities								
BS Interest-bearing liabilities			4,362	4,362	4,348	2,101	2,247	
BS Derivative financial instruments	6	2		8	8		8	
Other non-current liabilities ¹⁾		14	17	32	32			14
Current financial liabilities								
BS Interest-bearing liabilities		153	633	786	786		786	
BS Derivative financial instruments	114	116		230	230	46	184	
Trade and other payables ¹⁾		13	2,080	2,092	2,092			13
Financial liabilities	120	297	7,092	7,509	7,495			

¹⁾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
BS Current investments	0	0
BS, CF 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
BS 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
BS Non-current receivables	91	128
BS 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
BS 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
Foreign exchange rate derivatives										
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
Commodity derivatives										
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
Derivatives Total			119	134	-15			145	238	-92
of which										
BS Non-current derivative financial instruments			13	5	8			33	8	25
BS 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 ¹⁾	2,796	2,115
Loans from financial institutions ²⁾	1,147	1,327
Lease liabilities ³⁾	740	890
Other loans	30	30
Other non-current liabilities	32	32
Total	4,745	4,394
BS 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 ³⁾	205	224
Other loans	1	1
Advances received	34	25
Trade payables	1,653	1,475
Other current liabilities	600	592
Total	2,757	2,878
BS of which interest-bearing	470	786
Other non-financial items included to trade and other payables	153	92

¹⁾ 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.

²⁾ 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.

³⁾ 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
Total				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.

Carrying amount of financial liabilities	2025	2024
Presented in trade and other payables:	291	145
– of which suppliers have received payment from finance provider	272	125

Range of payment due dates	2025	2024
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
BS On 1 January 2025	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
BS On 31 December 2025	105	0	35	25	165

	Environmental provisions	Restructuring provisions	Provision to return emission allowances	Other provisions	Total
BS On 1 January 2024	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
BS On 31 December 2024	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

Cost of defined benefit plans	2025	2024
Service cost	2	2
Net interest (+expense/-income)	2	3
Defined benefit cost recognized in the consolidated statement of income	4	5
Remeasurements of defined benefit plans	2025	2024
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
Net defined benefit liability recognized in the consolidated statement of financial position	2025	2024
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
BS Net defined benefit liability	65	73
Changes in fair value of plan assets	2025	2024
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.

Plan	Long-Term Incentive Plan 2025		Long-Term Incentive Plan 2022					
Type	Share allocation		Share allocation					
Instrument	PSP 2025–2027	RSP 2025–2027	PSP 2024–2026	RSP 2024–2026	PSP 2023–2025	RSP 2023–2025	PSP 2022–2024	RSP 2022–2024
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
Changes during the period, share allocation	Shares	Shares	Shares	Shares	Shares	Shares	Shares	Shares
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 ¹⁾			
	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

¹⁾ 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. ¹⁾	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

¹⁾ 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
Contingent liabilities		
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
Total	168	170

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.

Commitments	2025	2024
Commitments for purchase of property, plant and equipment and intangible assets	291	585
Other commitments	4	5
Total	295	590

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
Right-of-use assets			
Land		236	257
Buildings and constructions		47	54
Machinery and equipment		202	164
Other tangible assets		462	629
Total assets included in property, plant and equipment		948	1,104
Lease liabilities			
Non-current interest-bearing liabilities		740	890
Current interest-bearing liabilities		205	224
Total liabilities included in interest-bearing liabilities	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
Depreciation charge of right-of-use assets			
Land		15	17
Buildings and constructions		13	18
Machinery and equipment		74	84
Other tangible assets		174	181
Total depreciation		276	299
Finance costs in the statement of profit or loss			
Interest expense	10	55	60
Included in materials and services			
Expense relating to short-term leases	7	20	17
Variable lease payments not included in lease liabilities	7	0	0
Included in other operating expenses			
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
Revenue	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
Operating profit/loss		219	43
Financial income and expenses	8	-134	156
Financial income and expenses total		-134	156
Profit/loss before appropriations and taxes		86	199
Appropriations	9	132	41
Income tax expenses	10	-43	9
Profit for the year		174	250

Parent company balance sheet

EUR million	Note	31 Dec 2025	31 Dec 2024
ASSETS			
Fixed assets and other long-term investments	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
Current assets			
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
Total assets		12,635	12,170
SHAREHOLDERS' EQUITY AND LIABILITIES			
Shareholders' equity	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
Accumulated appropriations	17	1,164	1,205
Provisions for liabilities and charges	18	77	45
Liabilities	19		
Long-term liabilities		3,964	3,471
Short-term liabilities		4,184	4,287
Liabilities total		8,148	7,758
Total equity and liabilities		12,635	12,170

Parent company cash flow statement

EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
Cash flows from operating activities		
Profit/loss before appropriations and taxes	86	199
Adjustments:		
Depreciation, amortization and write-downs	213	230
Other non-cash income and expenses ¹⁾	31	-107
Financial income and expenses	134	-156
Divesting activities, net	-3	-1
Operating cash flow before change in working capital	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
Cash generated from operations	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
Net cash from operating activities	1,102	1,766

EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
Cash flows from investing activities		
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
Net cash used in investing activities	-769	-1,982
Cash flow before financing activities	332	-216
Cash flows from financing activities		
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
Cash flow from financing activities	65	-405
Net increase (+)/decrease (-) in cash and cash equivalents	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
Net increase (+)/decrease (-) in cash and cash equivalents	397	-622

¹⁾ 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 ¹⁾	3–10 years

¹⁾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 ¹⁾	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

¹⁾ 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 ¹⁾	25	-15
Repairs and maintenance ²⁾	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

¹⁾ The environmental provision related to the closure of the Naantali refinery was released by EUR 55 million during the third quarter of 2024.

²⁾ 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
Financial income and expenses total	-134	156
Total interest income and expenses, EUR million	2025	2024
Interest income	59	84
Interest expenses	-167	-179
Net interest expenses	-109	-96

9 Appropriations

EUR million	2025	2024
Change in depreciation difference		
Difference between depreciation according to plan and depreciation in taxation	41	-42
Group contributions		
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 ¹⁾	1	11
Change in deferred tax assets	21	-23
Income tax expense total	43	-9

¹⁾ 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

Intangible assets, EUR million	Goodwill	Other intangible assets	Total
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

Intangible assets, EUR million	Goodwill	Other intangible assets	Total
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

Tangible assets, EUR million	Land areas	Buildings and structures	Machinery and equipment	Other tangible assets	Advances paid and construction in progress	Total
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
Balance sheet value of machinery and equipments used in production						897

Tangible assets, EUR million	Land areas	Buildings and structures	Machinery and equipment	Other tangible assets	Advances paid and construction in progress	Total
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
Balance sheet value of machinery and equipments used in production						993

Other long-term investments, EUR million	Shares in group companies	Receivables from group companies	Shares in associated companies	Receivables from associated companies	Other shares and holdings	Other receivables	Total
Acquisition cost as of 1 January 2025	5,206	603	7	113	20	0	5,948
Increases ¹⁾	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

¹⁾ Additions regarding shares comprise investments in group companies

Other long-term investments, EUR million	Shares in group companies	Receivables from group companies	Shares in associated companies	Receivables from associated companies	Other shares and holdings	Other receivables	Total
Acquisition cost as of 1 January 2024	3,939	0	7	107	23	3	4,079
Increases ¹⁾	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

¹⁾ Additions regarding shares mainly comprise capital contributions

Interest-bearing and interest-free receivables, EUR million	2025	2024
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
Long-term receivables from others		
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
Receivables from Group companies		
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
Receivables from associated companies		
Trade receivables	14	18
Other receivables	0	0
Total	14	18
Receivables from others		
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 ¹⁾	11	0	58	0	2	71
Balance sheet value as of 31 December 2024	2	1	42	0	0	45

¹⁾ 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

Long-term liabilities, EUR million	2025	2024
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
Interest-bearing liabilities due after five years, EUR million	2025	2024
Loans from financial institutions	93	93
Bonds	1,092	1,091
	1,186	1,184
Short-term liabilities, EUR million	2025	2024
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
Short-term liabilities total	4,184	4,287

Short-term accruals and deferred income, EUR million	2025	2024
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

Interest-bearing and interest-free liabilities, EUR million	2025	2024
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

Issued/Maturity	Interest basis	Interest rate, %	Currency	Nominal EUR million	Carrying amount, EUR million
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
Total outstanding carrying amount 31 December 2025				2,800	2,796

20 Contingencies and commitments

Contingent liabilities, EUR million	2025	2024
Contingent liabilities given on own behalf		
Real estate mortgages	26	26
Pledged assets	0	0
Other contingent liabilities	16	21
Total	42	47
Contingent liabilities given on behalf of Group companies		
Guarantees	15	164
Total	15	164
Contingent liabilities given on behalf of associated companies		
Pledged assets	125	119
Total	125	119
Contingent liabilities given on behalf of others		
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.

Operating lease liabilities	2025	2024
Due within a year	36	23
Due after a year	30	32
Total	67	55
Capital commitments		
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
Foreign exchange derivatives										
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
Derivatives designated as cash flow hedges	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
Derivatives designated as fair value hedges	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
Non-hedge accounting	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
Commodity derivatives ¹⁾										
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
Non-hedge accounting	3,783	1,317	143	157	-14	3,469	1,659	119	132	-12
Derivatives Total			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

¹⁾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
Financial assets								
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
Financial liabilities								
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 -%
Subsidiary shares			
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
Associated companies			
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
Other shares and holdings		
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
Telephone shares		
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
Revenue	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
Operating profit/loss	0	1
Financial income and expenses	0	0
Profit/loss before appropriations and taxes	0	1
Appropriations		
Group contribution received	1	0
Profit for the year	1	1

BALANCE SHEET, EUR million	31 Dec 2025	31 Dec 2024
ASSETS		
Fixed assets and other long-term investments		
Tangible assets		
Tangible assets of natural gas network	0	0
	0	0
Current assets		
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
Total assets	2	1
SHAREHOLDERS' EQUITY AND LIABILITIES		
Shareholders' equity		
Share capital	0	0
Other funds and reserves	0	0
Retained earnings	0	-1
Profit/loss for the year	1	1
	1	0
Accumulated appropriations	0	0
Provisions for liabilities and charges	0	0
Long-term liabilities		
Short-term liabilities	0	0
Short-term interest-free liabilities		
Trade payables	1	1
	1	1
Total equity and liabilities	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

INCOME STATEMENT, EUR million	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
Revenue	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
Operating profit/loss	-15	-3
Financial income and expenses	0	0
Profit/loss before appropriations and taxes	-15	-3
Appropriations		
Group contribution received	15	0
Profit/loss for the year	0	-3

BALANCE SHEET, EUR million	31 Dec 2025	31 Dec 2024
ASSETS		
Fixed assets and other long-term investments	0	0
Current assets		
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
Total assets	18	39
SHAREHOLDERS' EQUITY AND LIABILITIES		
Shareholders' equity		
Share capital	0	0
Other funds and reserves	0	0
Retained earnings	1	4
Profit/loss for the year	0	-3
	1	1
Accumulated appropriations	0	0
Provisions for liabilities and charges	0	0
LIABILITIES		
Long-term liabilities	0	0
Short-term liabilities		
Short-term interest-fee liabilities		
Trade payables	17	38
	17	38
Total equity and liabilities	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.

The effect of financial instruments in the income statement	2025	2024
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**HOW THE MATTER WAS ADDRESSED IN THE AUDIT****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.

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**HOW THE MATTER WAS ADDRESSED IN THE AUDIT****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.

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.

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 have not identified other key audit matters relating to the parent company's financial statements.

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

