

NESTE

Annual Report 2024

# Annual review





# Annual review

2024 in brief .....	4
Key figures 2024 .....	5
CEO's review .....	6
Strategy .....	8
Our businesses .....	9
Innovation .....	16
Sustainability .....	17
Climate .....	19
Biodiversity .....	23
Human rights .....	25
Supply chain & raw materials .....	28
Compliance .....	32
People .....	33
Safety .....	35
Sustainability data package .....	37

In brief

# 2024

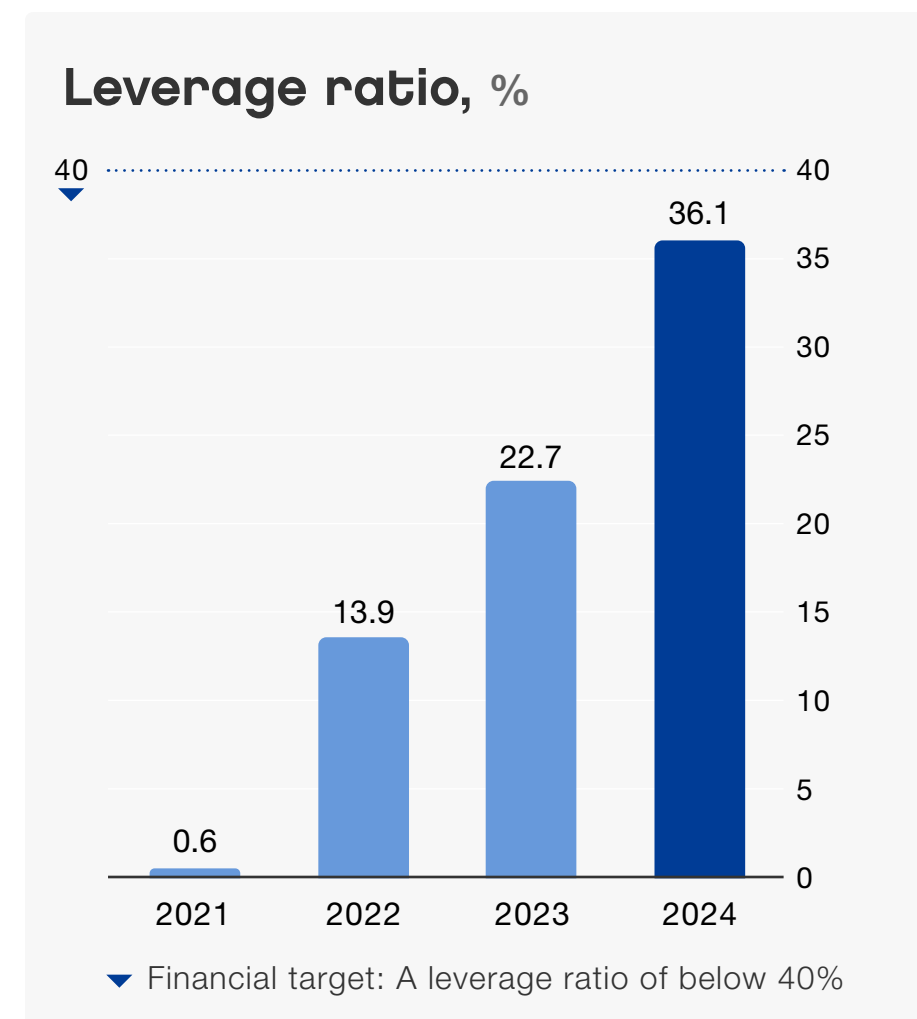
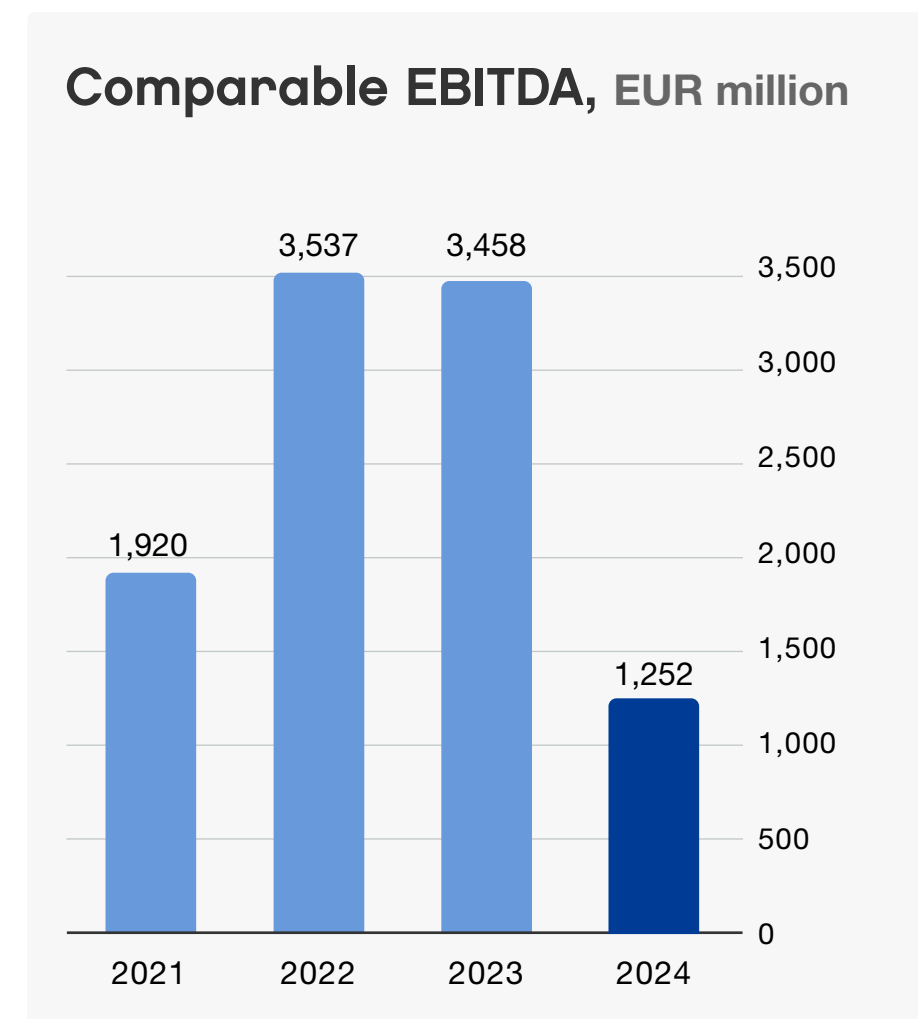
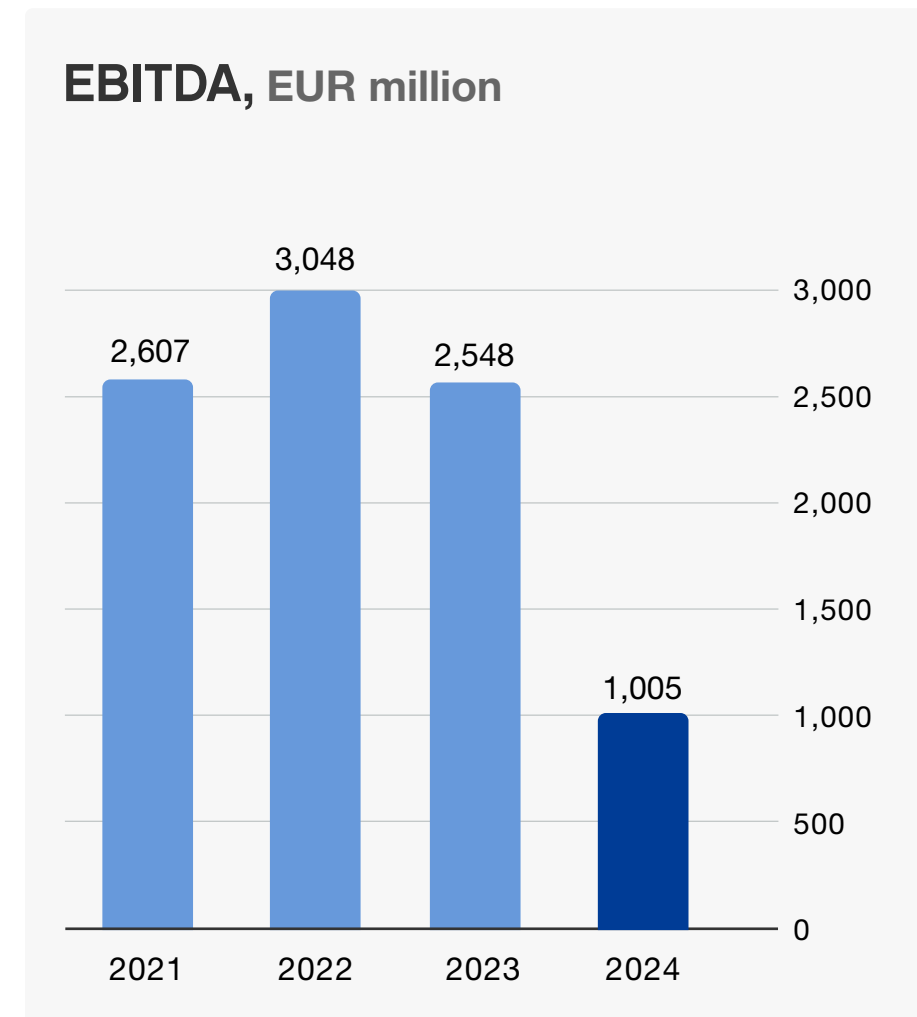
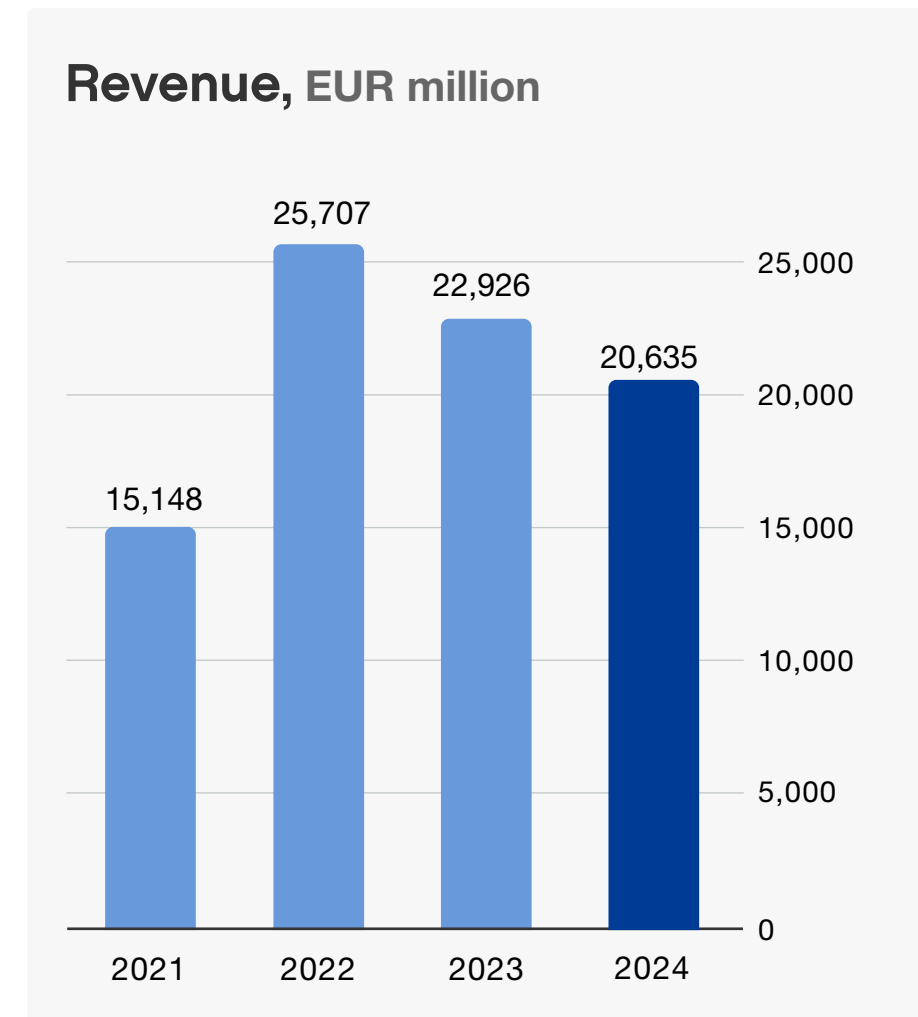


Neste is the world's leading producer of sustainable aviation fuel (SAF) and renewable diesel and a forerunner in creating solutions for mitigating climate change and accelerating a shift to a circular economy.

▶ Watch [video](#) of Neste's year 2024

<b>Revenue</b> <b>20,635 MEUR</b>	<b>1,252 MEUR</b> <small>Comparable EBITDA</small>	<b>Our dividend proposal For 2025 per share</b> <b>0.20 EUR</b>
<b>278</b> <small>Safe Days</small>	<b>Average number of personnel</b> <b>5,796</b>	<b>Our renewable products helped reduce greenhouse gas emissions</b> <b>12.1 MtCO<sub>2</sub>e</b>

# Key Figures 2024



## Financial targets

**EBITDA**  
**€350 million**  
 run rate improvement  
 by the end of 2026, of  
 which €250 million from  
 operational costs

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

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

## CEO's review

# Focusing on performance improvement

The year 2024 was challenging for Neste, as the renewable Fuels market changed dramatically. We operate at the ForeFront of climate change mitigation, and in the long term the company's prospects are positive, but the path forward is non-linear.

The year 2024 was marked by geopolitical, economic and regulatory uncertainty. For Neste, the year was particularly challenging. New players and increased capacity have entered the renewables industry, resulting in a decline in product prices and intensified demand for waste and residue raw materials. Consequently, sales margins fell significantly below previous years' levels. In addition, our refineries faced some operational challenges that have since been resolved.

Our 2024 full-year comparable EBITDA totaled EUR 1,252 million, compared to EUR 3,458 million in 2023. This result level is unsatisfactory. In October 2024, we initiated a full potential analysis. The goal was to identify all necessary measures to ensure solid performance in all market conditions. In October 2024, we also restructured our organization and appointed a new leadership team to expedite decision-making to navigate the complexities of the current business environment.

The company's Board of Directors proposes that a dividend of 0.20 euros per share be distributed for 2024 (1.20 euros in 2023).

### Rotterdam growth project proceeds

As the world's leading producer of renewable diesel and sustainable aviation fuel (SAF), we refine renewable fuels on three continents, and our nameplate capacity of renewable and circular products is 5.5 million tons per year. During 2024, we proceeded with our significant growth investment project in Rotterdam. After its completion in 2027, our renewables production capacity will be 6.8 million tons per year.

In Porvoo, we successfully completed a major turnaround in a shorter time frame than before. During the turnaround, the Porvoo refinery was one of Finland's largest construction sites, with approximately 7,600 people, more than 1.4 million working hours and a total investment of around 390 million euros. In Porvoo, we continue refining crude oil and renewable and recycled raw materials into more than a hundred different products, which we deliver to our customers globally. In 2024, we also had planned maintenance shutdowns at the renewable products refineries in Singapore and Rotterdam.





### Solutions for decarbonization

Neste has been a pioneer in the green transition for years, and we have made substantial investments in renewables. We source a wide range of renewable waste and residue raw materials and refine them into high-quality renewable fuels. In this way, we help our customers meet their obligations and achieve their own sustainability targets.

Sustainability is deeply rooted in Neste. In 2024, we were again recognized for our sustainability efforts in numerous evaluations and rankings by external independent parties.

Despite recent headwinds in the green transition, the challenge of climate change continues to be urgent. The coming decades necessitate a significant reduction in the use of fossil energy sources. Neste is well-positioned to address this challenge, offering solutions that enable decarbonization even in hard-to-abate sectors like aviation. Thus, our long-term business fundamentals remain strong.

### Towards efficiency and cost-competitiveness

In 2025, the market for renewable fuels is expected to grow, driven by mandates and incentives like ReFuelEU Aviation. However, voluntary demand for sustainable aviation fuel is likely to remain constrained. The year 2024 showed that the markets for renewable products are more volatile than before, emphasizing the need to deliver value for our stakeholders consistently, regardless of market conditions. We have the prerequisites for this, but decisive measures are also needed. The company's cost structure and operating model must be adjusted to reflect the current market realities.

In mid-February 2025, we launched a multi-faceted performance improvement program. The objective is to improve Neste's performance through cost discipline and refocusing on the core so that we can continue to invest in growth and deliver strong shareholder returns in the future. We have also updated our financial targets to reflect the current priorities.



The coming decades necessitate a significant reduction in the use of fossil energy sources. Neste is well-positioned to address this challenge, offering solutions that enable decarbonization even in hard-to-abate sectors like aviation. Thus, our long-term business fundamentals remain strong.

With safety as our top priority and the operational reliability of our refineries as a key enabler for success, we are now focusing on ensuring efficiency and excellent performance in all parts of the organization and successfully completing the Rotterdam growth investment. It is clear that there are numerous uncertainties in the operating environment in the future as well. We cannot influence all of them, but we can improve our own performance and competitiveness. This is how we can best create value for our stakeholders in the future.

I took on the position of President and CEO of Neste in October 2024 with enthusiasm and determination. Neste is a unique company that I am honored to lead. I have been impressed by the company's own innovations, engineering, sustainability expertise and resilience. I want to thank Neste's personnel, shareholders, customers and other stakeholders for the good cooperation, and I look forward to the joint journey we have ahead of us!

# Strategy

At Neste, we are leading the way towards a sustainable future. We are committed to further strengthening our position as the world's leading producer of sustainable aviation fuel and renewable diesel.

We at Neste have a successful history with strong value creation over the past 20 years. Our investments in renewable fuels have made us the market leader in sustainable aviation fuel (SAF) and renewable diesel. As the world needs to mitigate climate change and shift away from fossil fuels, there will be a growing market for lower-emission fuels in the long term. Successful decarbonization of hard-to-abate industries such as aviation is heavily dependent on drop-in solutions like SAF.

Neste is able to utilize low-quality renewable raw materials to produce high-quality renewable fuels at scale. Our key sources of competitive advantage stem from global raw material sourcing and unique pretreatment capabilities. We also have refining capacity on three continents, enabling global value-chain optimization.

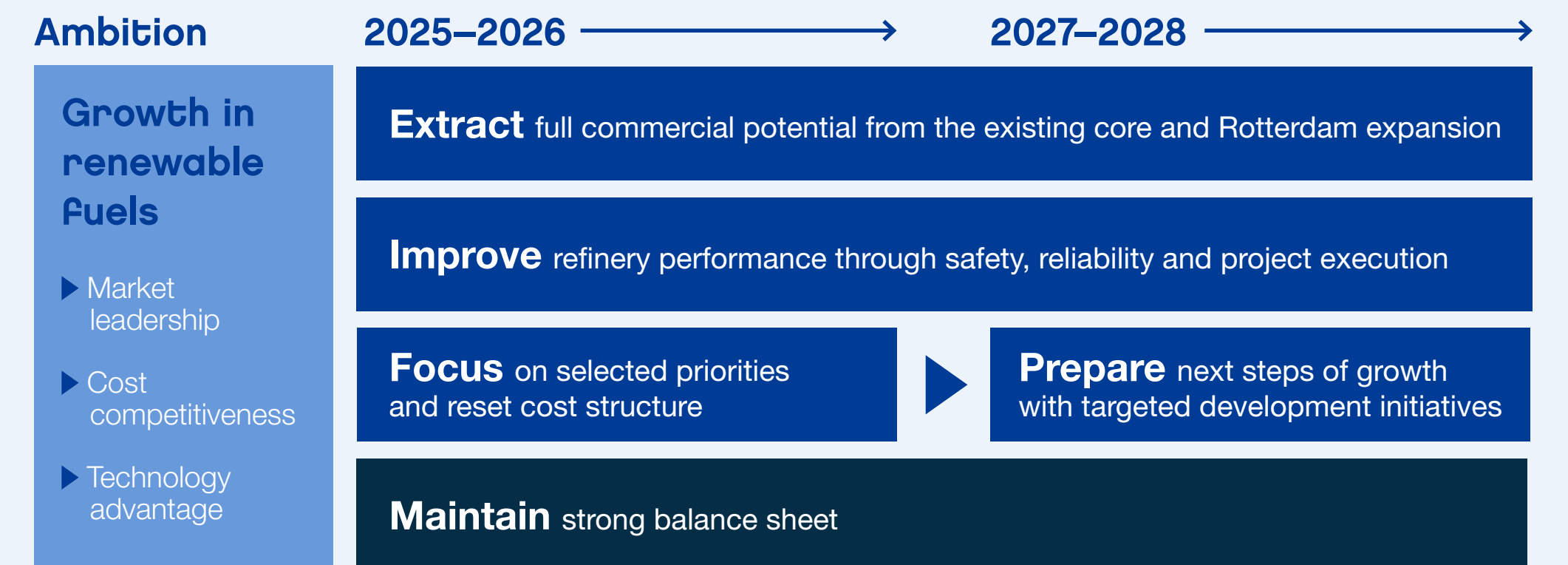
Neste continues to seek growth in renewable fuels targeting market leadership, cost competitiveness and technology advantage. During the coming few years, the company will extract the full commercial potential from its existing operations and the Rotterdam refinery expansion. Neste aims to improve refinery performance through better safety, reliability and project execution. In 2025–2026, the company will focus on defined priorities

and reset its cost structure, while in 2027–2028 it will prepare next steps of growth, focusing on selected development initiatives. Maintaining a strong balance sheet will be crucial in both of these phases.

As the renewables industry matures, Neste will increase its focus on competitiveness and capital discipline. Our Marketing & Services and Oil Products business areas play an important role as cash generators enabling growth in renewables. As a global industrial company, we must improve safety and operational efficiency throughout the company, while continuing our efforts to broaden the raw material base and to develop scalable and cost-efficient production technologies in renewables.

While the recent market environment has been challenging, we are committed to further strengthening our position as the world's leading producer of sustainable aviation fuel and renewable diesel. We have local market expertise combined with global scale. Our renewable fuels capacity will be increased to 6.8 million tons in 2027. With world-class operations on three continents, Neste will be well positioned to create value in the future.

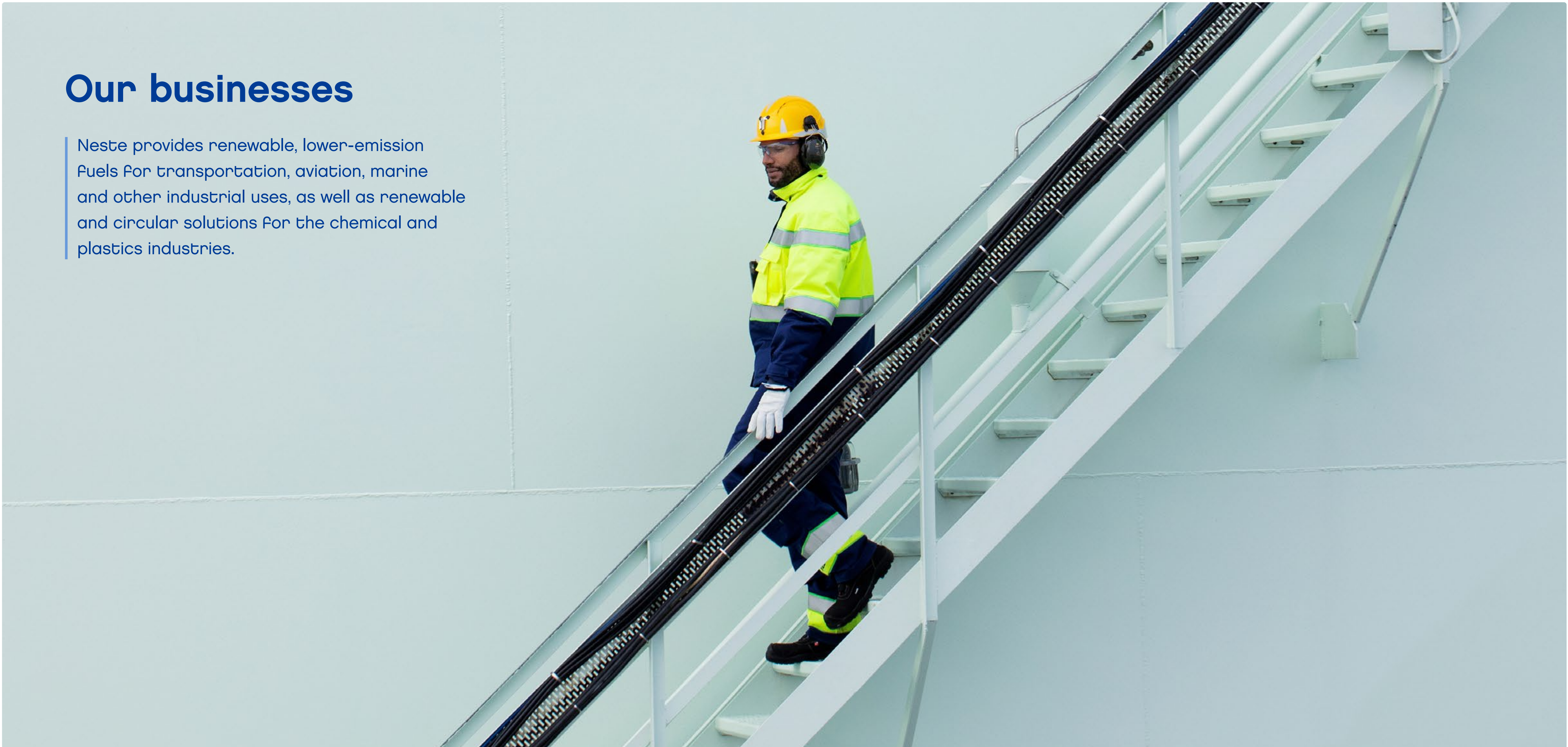
## Neste's priorities





## Our businesses

Neste provides renewable, lower-emission Fuels for transportation, aviation, marine and other industrial uses, as well as renewable and circular solutions for the chemical and plastics industries.





### Production capacity on three continents

We produce renewable products at our refineries in Finland, the Netherlands and Singapore, as well as through our joint operation with Marathon Petroleum in Martinez, California, the U.S., entirely 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 production capacity of renewable products to 6.8 million tons annually. This will help us meet the increasing global demand for lower-emission products.

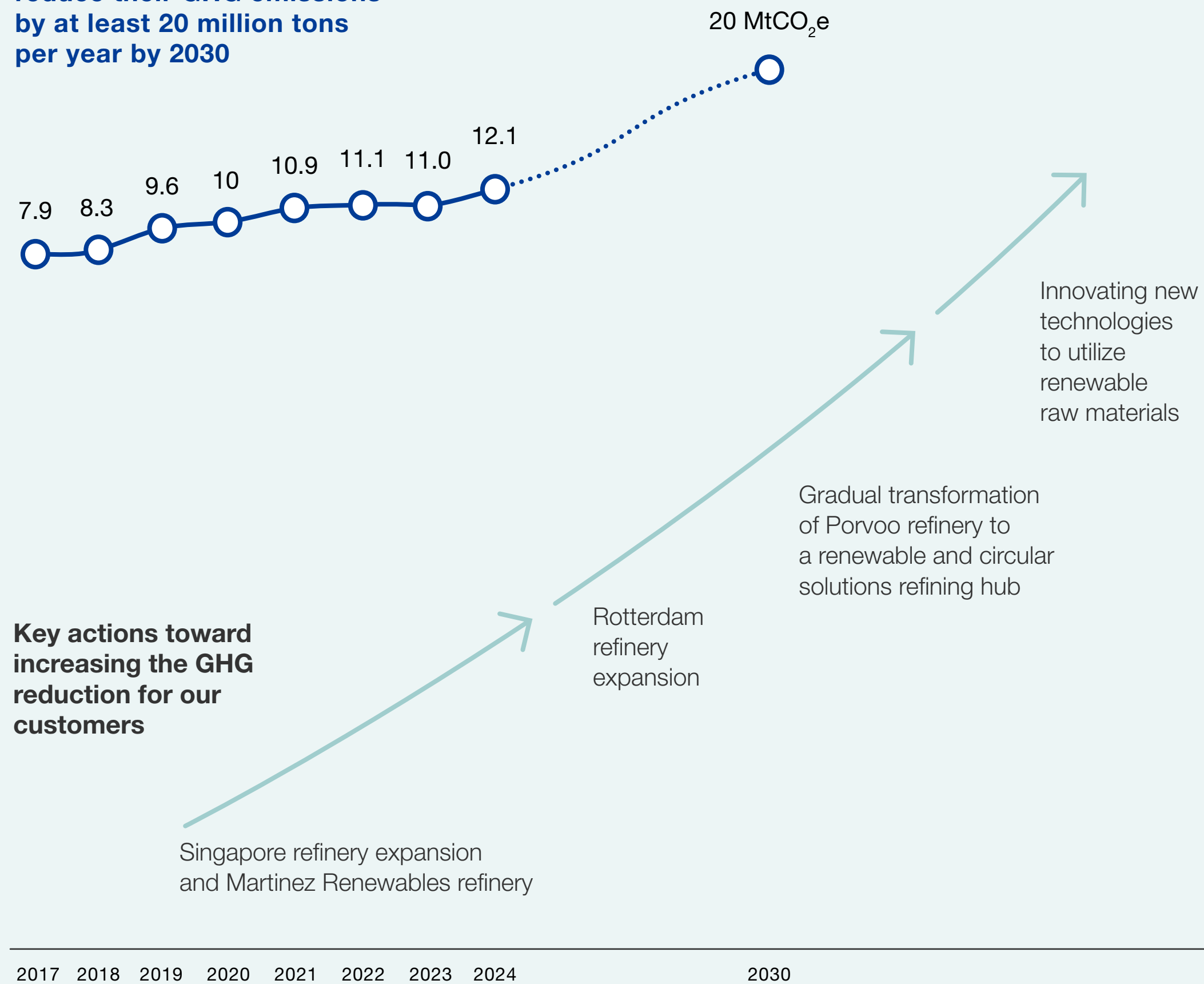
Neste is also a technologically advanced refiner of high-quality oil products with a commitment to reach carbon neutral production by 2035. The annual production capacity of fossil products at the Porvoo refinery was some 10 million tons in 2024, impacted by the major turnaround in the spring of 2024. Neste has been introducing renewable and recycled raw materials such as liquefied waste plastic at its oil refinery in Porvoo, with the ambition of making it the most sustainable refinery in Europe. Neste has initiated a strategic roadmap to gradually transform its Porvoo refinery to a leading renewable and circular solutions refining hub. The company expects the Porvoo refinery's long-term capacity potential of renewable and circular products after the transformation to be about 3 million tons.

### Achieving our carbon handprint target by growing our renewable and circular solutions capacity

Our target is to help our customers reduce their greenhouse gas (GHG) emissions by at least 20 million tons annually by 2030 with our renewable, lower-emission and circular solutions. In 2024, our renewable products enabled our customers to reduce GHG emissions by 12.1 million tons.

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

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





## Renewable Products business area

Neste's Renewable Products business area helps customers replace fossil products in aviation, road transportation, polymers and chemicals and other sectors.

### Sustainable aviation fuel: Decarbonizing aviation

Neste continues to support the aviation industry achieve its ambitious goal of net-zero carbon emissions by 2050 by providing a solution for reducing the emissions from air travel and transportation.

**Neste MY Sustainable Aviation Fuel™** (Neste MY SAF) is made from 100% renewable waste and residue raw materials such as used cooking oil and animal fat waste. In its neat form, Neste MY SAF can reduce greenhouse gas emissions by up to 80% over the fuel's life cycle compared to using fossil jet fuels (calculation method: CORSIA). The use of Neste MY SAF also significantly reduces non-CO<sub>2</sub> emissions such as soot particle emissions compared to fossil jet fuel use. The fuel can be used as a drop-in solution, as it is compatible with existing aircraft engines and airport fuel infrastructure, requiring no extra investment in them.

We are actively working with partners in the aviation fuel supply chain to grow the availability of Neste MY SAF globally. The fuel is already used by leading commercial airlines in Europe, North America and Asia-Pacific, including Lufthansa, Air France-KLM, IAG, Finnair, American Airlines, United Airlines, Emirates, Singapore Airlines and cargo carriers such as DHL Group and Cargolux. It is available at an increasing number of major airports, including San Francisco International Airport, Los Angeles International Airport, Amsterdam Airport Schiphol, Frankfurt Airport, Narita International Airport and Singapore Changi Airport.

In addition, we offer businesses our **Neste Impact** emission reduction solution: a tailored service to help them easily and credibly reduce their aviation related emissions by purchasing Neste MY SAF. This solution delivers in-sector emission reductions that can credibly be used to meet science-based targets or similar sustainability targets.

## Examples of partnerships and progress in 2024

### Progress in establishing Neste as a partner to airlines and cargo carriers

- Providing Neste MY SAF to [United Airlines](#) for use at Chicago O'Hare International Airport in the U.S.
- Supplying Neste MY SAF to [Air Canada](#) – the first time Neste's SAF is supplied to Canada.
- Providing Neste MY SAF to [Emirates](#) for flights from Amsterdam Airport Schiphol.
- Supplying Neste MY SAF to [Air New Zealand](#) marking the airline's largest SAF purchase to date.

### Expanding partnerships along the fuel supply chain to grow the availability of SAF

- Delivery of the first batch of CORSIA-certified sustainable aviation fuel for purchase in Japan in cooperation with [ITOCHU and GS Caltex](#).
- Supply of locally produced Neste MY SAF to [Singapore Airlines](#) using Neste's integrated supply capabilities into Changi Airport.

### Expanding our solution offerings

- Launching our new emission reduction solution [Neste Impact](#) for businesses looking to reduce the carbon footprint of their air travel and transportation activities.



### Renewable diesel: Lower-emission solution for road transportation and other sectors

Neste provides renewable diesel to enable businesses, other organizations and individuals to take immediate action in reducing their climate impact and advancing towards carbon neutrality. We partner with a diverse range of customers – from transportation companies, data centers, retailers and municipalities to leaders in mining, marine, construction and railways – to provide renewable diesel that supports their climate goals.

In 2024, the greenhouse gas (GHG) emission reduction customers could achieve by switching fossil diesel to [Neste MY Renewable Diesel™](#) was up to 75% or up to 95% <sup>1)</sup> over the life cycle of the fuel compared to fossil diesel. Neste MY Renewable Diesel is a drop-in solution, which means it can be used in existing diesel vehicles and fuel infrastructures as such.

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

### Examples of partnerships and progress in 2024

#### Expanding the availability of renewable diesel in road transportation

- [France approved the sales of transport fuels from 100% renewable raw materials](#) also to the general public.
- [Germany approved unrestricted sales of unblended, 100% renewable diesel.](#)
- Supplying renewable diesel to [BMW for initial fueling of the company's newly-produced vehicles in Germany.](#)
- Helping [New Jersey Natural Gas](#) reduce their fleet emissions with Neste MY Renewable Diesel.
- Enabling [North Brunswick](#) to be the first township in New Jersey, the U.S., to transition to renewable diesel.

#### Driving more sustainable practices in inland shipping

- Joining forces with [OK Slurink and Scylla](#) to supply Neste MY Renewable Diesel to Scylla's 40 river cruise ships in the Netherlands.

#### Advancing sustainability in the data center industry

- Helping data center company [ST Telemedia Global Data Centres](#) become the first in the industry in Singapore to power its backup power generators with Neste MY Renewable Diesel.
- Providing renewable diesel to [Verne](#), a provider of sustainable data center solutions for high intensity computing, to transition its operations from fossil to renewable fuels.

<sup>1)</sup> The GHG emission reduction varies depending on the region-specific legislation that provides the methodology for the calculations (e.g. EU RED II 2018/2001/EU for Europe and US California LCFS for the US), and the raw material mix used to manufacture the product for each market.



### Renewable and recycled feedstock: Defossilizing polymers and chemicals

Neste provides the polymers and chemicals industries with renewable and circular solutions that help mitigate climate change, combat plastic waste pollution and reduce dependence on fossil resources.

**Neste RE™** is a more sustainable feedstock for polymers and chemicals, produced with renewable and recycled raw materials. With our feedstock, polymers and chemicals producers, as well as global brands, can manufacture lower carbon footprint products and reduce the use of fossil resources.

Renewable Neste RE is produced with renewable raw materials, primarily waste and residue oils and fats of renewable origin such as used cooking oil. Neste can offer two ways to produce Neste RE using renewable raw materials. We can utilize a segregated process with our proprietary NEXBTL technology at our renewable products refineries. Alternatively, we can co-process renewable raw materials at our oil refinery and apply mass balancing. Life cycle assessment (LCA) shows renewable Neste RE produced via our renewable refineries has a more than 85% <sup>1)</sup> smaller carbon footprint over its entire life cycle compared with fossil feedstock.

Recycled Neste RE is a product from the chemical recycling of hard-to-recycle plastic waste or discarded rubber tires. LCA on recycled Neste RE shows a reduction of more than 35% <sup>2)</sup> of GHG emissions when plastic waste is chemically recycled instead of incinerated and then used to replace fossil feedstock in plastics manufacturing. At the same time, chemical recycling helps us add value to plastic waste, contributing to circularity and combating plastic pollution.

### Examples of partnerships and progress in 2024

#### Partnerships to defossilize plastics supply chains

- Partnering with leading companies such as [Lotte Chemical](#), [Marubeni Corporation](#) and [Resonac Corporation](#), [Mitsubishi Corporation](#), [Braskem](#) and [PCS](#) to create more sustainable plastics made with our renewable and recycled Neste RE.
- Providing renewable Neste RE as part of the [world's first supply chain established for more sustainable polyester fiber](#).

#### Advancing chemical recycling

- Successful first processing trial run with a challenging new raw material, [liquefied discarded tires](#).
- Strengthening chemical recycling logistics infrastructure in Europe in cooperation with [Tepsa Netherlands](#) and at the [Porvoo refinery](#).
- Cooperating with [Alterra and Technip Energies](#) to accelerate scale up of liquefaction capabilities.

#### Driving circularity in plastics value chains

- [Project agreement with Borealis and Covestro](#) to enable the recycling of discarded tires into high-quality plastics for automotive applications.

#### Expanding availability of renewable solutions for plastics

- Introduced [co-processed renewable Neste RE feedstock](#) for the polymers and chemicals industry.

<sup>1)</sup> Life Cycle Assessment on Environmental Impacts of Neste Renewable Polymers and Chemicals (30 June 2021).

<sup>2)</sup> Life Cycle Assessment on Environmental Impacts of Chemical Recycling of Waste Plastic – Case Neste (October 2022).



### Oil Products business area

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

Oil products of fossil origin are processed at our refinery in Porvoo, Finland, which is among the most efficient and versatile oil refineries in Europe. At the Porvoo refinery, we process crude oil as well as renewable and recycled raw materials into more than 100 products for customers globally. We are known for reliability and flexibility with a comprehensive offering, high security of supplies and consistent quality.

Neste's ambition is to gradually transform the oil refinery in Porvoo, Finland into a leading renewable and circular solutions refining hub. To achieve the ambition at the Porvoo refinery, Neste is, for example, building an upgrading unit for liquefied waste plastic, and has started modifying existing refinery units to enable co-processing of renewable and recycled raw materials with fossil raw materials in the conventional refining process. With the help of co-processing in Neste's oil refining processes, the company can produce additional volumes of products that have lower GHG emissions than conventional fossil products.

### Examples of partnerships and progress in 2024

#### Major turnaround 2024

- Neste's scheduled maintenance works, i.e., the major turnaround, took place at the Porvoo refinery in the spring of 2024. In the **successfully completed turnaround**, the refinery was subjected to statutory inspections, maintenance works and asset improvement initiatives. During the major turnaround, the Porvoo refinery was one of the largest construction sites in Finland. In total, some 7,600 people took part in the turnaround works and completed over 1.4 million working hours. The major turnaround investment in 2024 totaled approximately 390 million euros.

#### Supporting our customers in reducing their emissions

- Partnering with **PVG** to enable households in Europe to heat their homes with a co-processed lower-emission solution for portable liquid fuel heaters.



### Marketing & Services business area

Marketing & Services creates value with customer-centric solutions, quality products and sustainable partnerships in Finland and in the Baltic countries. We serve consumers, heating fuel customers, fuel distributors and transportation service providers as well as customers in a wide range of sectors including aviation, shipping, industry and agriculture. We seek to develop a diverse range of services aiming to provide the best customer experience, enhanced by digitalization and innovations.

We support our customers in reducing their greenhouse gas emissions by offering Neste MY Renewable Diesel™, Neste MY Sustainable Aviation Fuel™ and electric vehicle charging services. We also create additional value for our customers with solutions like Neste ReNew™ lubricants and our emission calculation and reporting solution, Neste MY Carbon Footprint™.

Neste has an extensive station network of nearly 1,000 stations in Finland and the Baltics. We are continuously expanding the availability of Neste MY Renewable Diesel at our stations, and we also serve our customers with the expanding public electric vehicle charging service, Neste MY Renewable Charge™. Neste offers a network of 44 Neste MY Renewable Charge stations in Finland and the Baltics.

### Examples of partnerships and progress in 2024

#### Supporting our customers in reducing their emissions

- [Valtra's](#) Suolahti factory in Finland reported to have used 5 million liters of Neste MY Renewable Diesel, reducing greenhouse gas emissions by over 15,000 tons since our partnership began in 2017.

#### Accelerating the electrification of heavy-duty vehicles in close collaboration with our customers

- Opening our [first high-power charging service](#) for heavy-duty vehicles along the main highway 3 in Finland.

# Innovation

Innovation has enabled our progress toward transformation and global leadership in renewable fuels and circular solutions, and it has been the driving force in ensuring the success of Neste.

Our core approach in innovation and R&D is to convert low-quality raw materials into high-quality solutions. A great example of how we create competitive advantages and new business opportunities is our proprietary NEXBTL™ technology, which allows us to turn renewable oils and fats into renewable fuels and feedstock for polymers and chemicals production.

But we do not stop there. We are continuously working towards expanding the availability of renewable and recycled raw materials while developing cutting-edge technologies to diversify our current portfolio.

## R&D as a cornerstone of our success

In addition to exploring new growth opportunities, we constantly develop, test and analyze our existing renewable and circular solutions. In 2024, our R&D expenditure was EUR 86 million.

In 2024, we increased our focus on supporting existing businesses and enhancing their competitiveness. We prioritized research investments, among others, to advance chemical recycling and develop innovative pre-treatment technologies.

In 2024, we continued to build chemical recycling capacities at the Porvoo refinery in Finland. The new upgrading facility will be completed in 2025, increasing our processing capacity for recycled raw materials, such as liquefied waste plastics, to 150,000 tons annually.

## Powering innovation through collaboration

Partnerships strengthen innovation by fostering the collaboration needed for groundbreaking advances. Neste is collaborating with a network of leading universities and research institutes as well as with technology companies, startups and value chain partners to introduce innovations in renewable and circular solutions to global-scale businesses. We collaborate with startups that provide valuable insights and help us stay informed about emerging technologies. In the [Neste Veturi](#) program together with numerous partners, we continued to develop more sustainable, globally scalable solutions for fuels and chemicals from untapped renewable and recycled raw materials.

## Protecting intellectual property

Neste's intellectual property is strategically integrated with our business and research organizations. We actively manage and develop a world-class intellectual property portfolio that ensures strong control and protection of Neste's core technology and brand assets. Neste's portfolio includes over 2,200 patents and over 800 trademark registrations.

## Innovating to diversify our raw material portfolio

Our research and innovation teams have been actively exploring a range of promising new raw materials and technologies, such as algae, lignocellulose, liquefied waste plastic, novel vegetable oils from regenerative agricultural practices, Power-to-X and renewable hydrogen.

These globally scalable raw material pools, together with related technologies, will play an important role in further reducing dependence on crude oil and mitigating climate change.

↩ Read more about [future raw materials](#)



# Sustainability

Global greenhouse gas emissions continue to rise, making the path to limiting warming to 1.5°C increasingly narrow. The urgency of climate action is undeniable.

Our direction is clear: Neste wants to be at the forefront of accelerating the green transition with its renewable and circular solutions and to create value for its customers, partners and the society. We create solutions for mitigating climate change and shifting toward the circular economy by refining waste, residues, and innovative raw materials into renewable fuels and sustainable feedstock for polymers and chemicals. We partner widely across industries, for example with the aviation and road transportation sectors, to help them reduce their greenhouse gas emissions, and we provide the polymers and chemicals industries with viable pathways to transition away from fossil resources.

Sustainability is the key driver of our business. Our work is guided by our sustainability vision covering

climate, biodiversity, human rights, and supply chain and raw materials. With our partners, we are aiming for a carbon neutral and nature positive value chain by 2040.

While working to tackle the global climate challenge and ecosystem decline, we acknowledge our social, environmental and economic role locally and globally. We have an impact on people and the environment within our own operations and throughout the value chain. We are committed to high ethical standards, we act responsibly and respect human rights wherever we operate. We expect the same from our suppliers and business partners.

[Read more about sustainability at Neste](#)

## Global climate challenge

Global GHG emission growth in comparison to 1990 <sup>1)</sup>

**>60%**

Global GHG emissions of the transport sector <sup>2)</sup>

**~22%**

of which road transport represents

**75%**

Aviation accounts for approximately

**2–3%**

of global GHG emissions.

Air travel is expected to

**DOUBLE**

by 2040 <sup>3)</sup>

<sup>1)</sup> Source: EDGAR Community GHG Database, a collaboration between the European Commission, Joint Research Centre (JRC), the International Energy Agency (IEA).

<sup>2)</sup> Source: IEA World Energy Outlook (2024).

<sup>3)</sup> Source: IEA, IATA.



# Neste sustainability vision



## Climate

We lead transformation toward a carbon neutral value chain by 2040.



## Carbon footprint

We reduce emissions in our own production (scopes 1 & 2) by 50% by 2030 and reach carbon neutral production by 2035.

We reduce the use phase emission intensity of sold products by 50% by 2040 compared to 2020 levels.



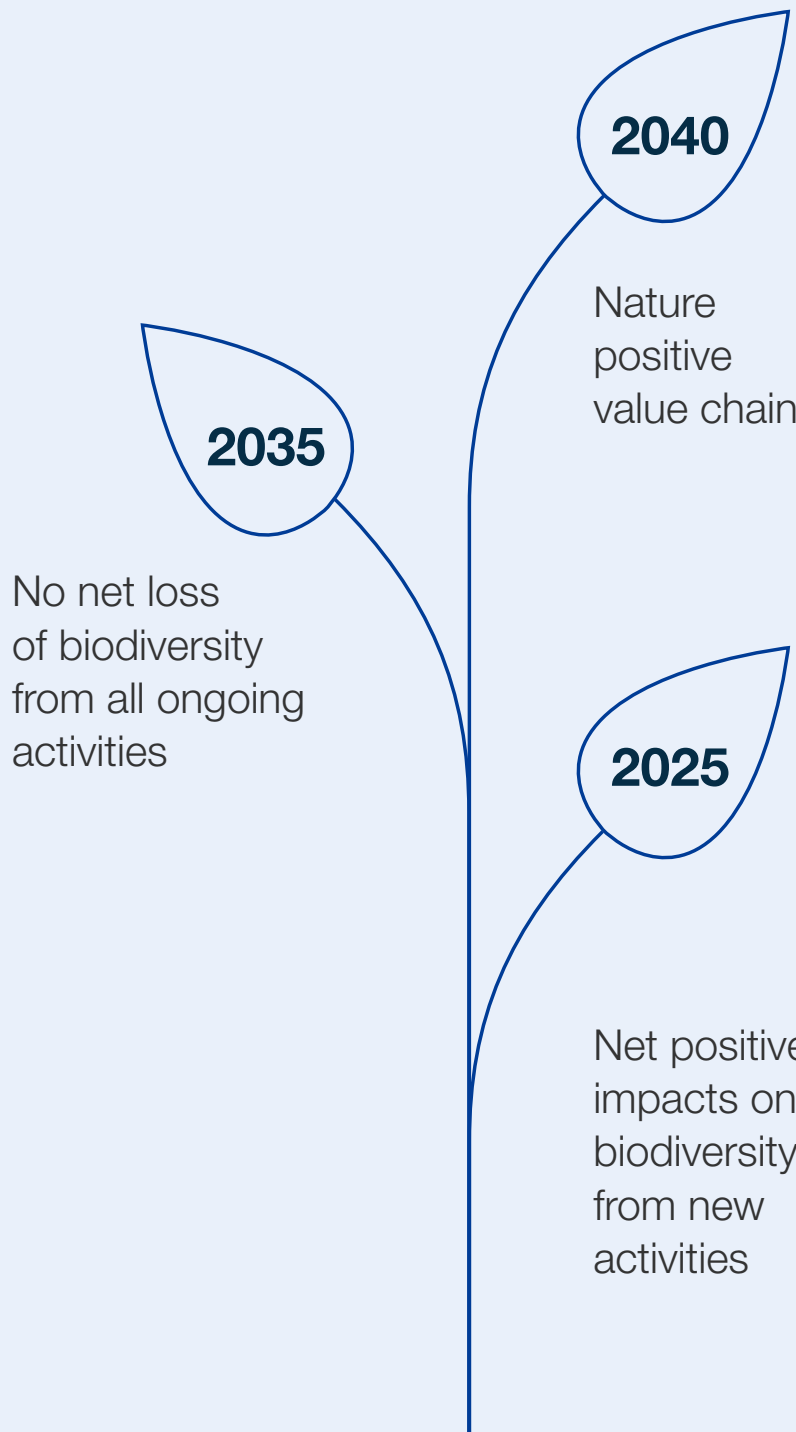
## Carbon handprint

We help our customers to reduce their GHG emissions by at least 20 Mt annually by 2030 with our renewable and circular solutions.



## Biodiversity

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



## Human rights

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



Pay all of our employees a living wage and advance living wages in our value chains.



Advance responsible recruitment practices and the elimination of recruitment fees for workers.



Collaborate to promote respect for children's rights and increase access to education for children.



Tackle inequality and promote diversity and inclusion across the value chain.



## Supply chain & raw materials

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



We expect all our suppliers and business partners to commit to Neste Supplier Code of Conduct requirements.



We include social, environmental and ethical criteria for suppliers as we drive diversification and increased availability of sustainable raw materials.

# Climate

We lead transformation toward a carbon neutral neutral value chain.

Our climate work is divided into three priority areas: carbon handprint, carbon footprint and use phase emission intensity. We enable our customers to reduce their greenhouse gas (GHG) emissions by offering renewable and circular solutions to replace fossil products. Our carbon handprint target is to help our customers reduce their GHG emissions by at least 20 million tons annually by 2030. At the same time, we need to reduce our own carbon footprint. We are committed to halving the GHG emissions from our own production (scopes 1 & 2) by 2030 and reaching carbon neutral production by 2035. We are also committed to reducing the use phase emission intensity<sup>1)</sup> of sold fuel products and work with our suppliers and partners to reduce the indirect GHG emissions from our entire value chain (scope 3).

## Our climate commitments drive transformation toward a carbon neutral value chain



### Carbon handprint:

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



### Carbon footprint (scopes 1 & 2):

We reduce emissions in our own production by 50% by 2030 and reach carbon neutral production by 2035.



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

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





### Neste partnered with the Exponential Roadmap Initiative

Neste and the Exponential Roadmap Initiative (ERI) started collaboration that aims to align with the criteria of the UN Climate Change High-Level Champion's Race to Zero. The aim of the [collaboration](#) is to reach net-zero greenhouse gas emissions by accelerating climate action in the business and its global value chains. In 2024 ERI supported Neste with advice on identifying and closing key gaps in meeting the criteria for becoming a member of ERI and the Race to Zero.

## Our carbon handprint

We aim to achieve our carbon handprint target by growing our renewable and circular solutions capacity. Through our strategic investment project in Rotterdam, our total production capacity of renewable products will expand to 6.8 million tons annually in the coming years. Moreover, we diversify our raw materials portfolio, increasing the use of raw materials with lower GHG impact throughout product life cycle. This will help us address the increasing global demand for lower-emission products. In 2024, our renewable products enabled our customers to reduce their GHG emissions by 12.1 million tons.

### What is a carbon handprint?

Carbon handprint quantifies how much our solutions reduce our customers' carbon footprint. It is the difference between the carbon footprint over the life cycle of a baseline product or service and a lower-emission product or service. The bigger the handprint is, the better. All our renewable and circular solutions have significantly lower GHG emissions over their life cycle compared to fossil alternatives, which help our customers reduce their GHG emissions and reach their climate targets.

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

 Read more in [the Sustainability statement](#)

In 2024, our renewable products helped reduce greenhouse gas emissions

**12.1 Mt,**

which equals the greenhouse gas emissions from around 4.8 million road cargo trips from Rome to Stockholm; or more than 24,000 full aircraft round trips from Amsterdam to San Francisco.



## Our carbon footprint

Reducing greenhouse gas emissions (GHG) in our own operations as well as across our value chain is essential to be able to lead the transformation toward a carbon neutral value chain.

### What does our footprint consist of?

Neste reports both direct and indirect GHG emissions from its production and value chain under scopes 1, 2 and 3, as defined by the GHG Protocol. GHG emissions from the use of Neste's products (scope 3) is the most significant emissions source, followed by the raw materials sourcing and transportation. In 2024, the indirect value chain emissions (scope 3) were 56.5 MtCO<sub>2</sub>e, totaling 95% of Neste's carbon footprint. Direct operational process emissions and fuel combustion (scope 1) were 2.3 MtCO<sub>2</sub>e and indirect emissions from purchased energy (scope 2) 0.4 MtCO<sub>2</sub>e.

Neste recognizes the need to reduce global GHG emissions by approximately 50% every decade and reach global net-zero GHG emissions by 2050 or sooner to limit global warming to 1.5°C compared to pre-industrial levels, aligned with the goal of Paris Agreement. We aim to achieve this by reducing the GHG emissions from our own production, sold products and throughout the value chain.

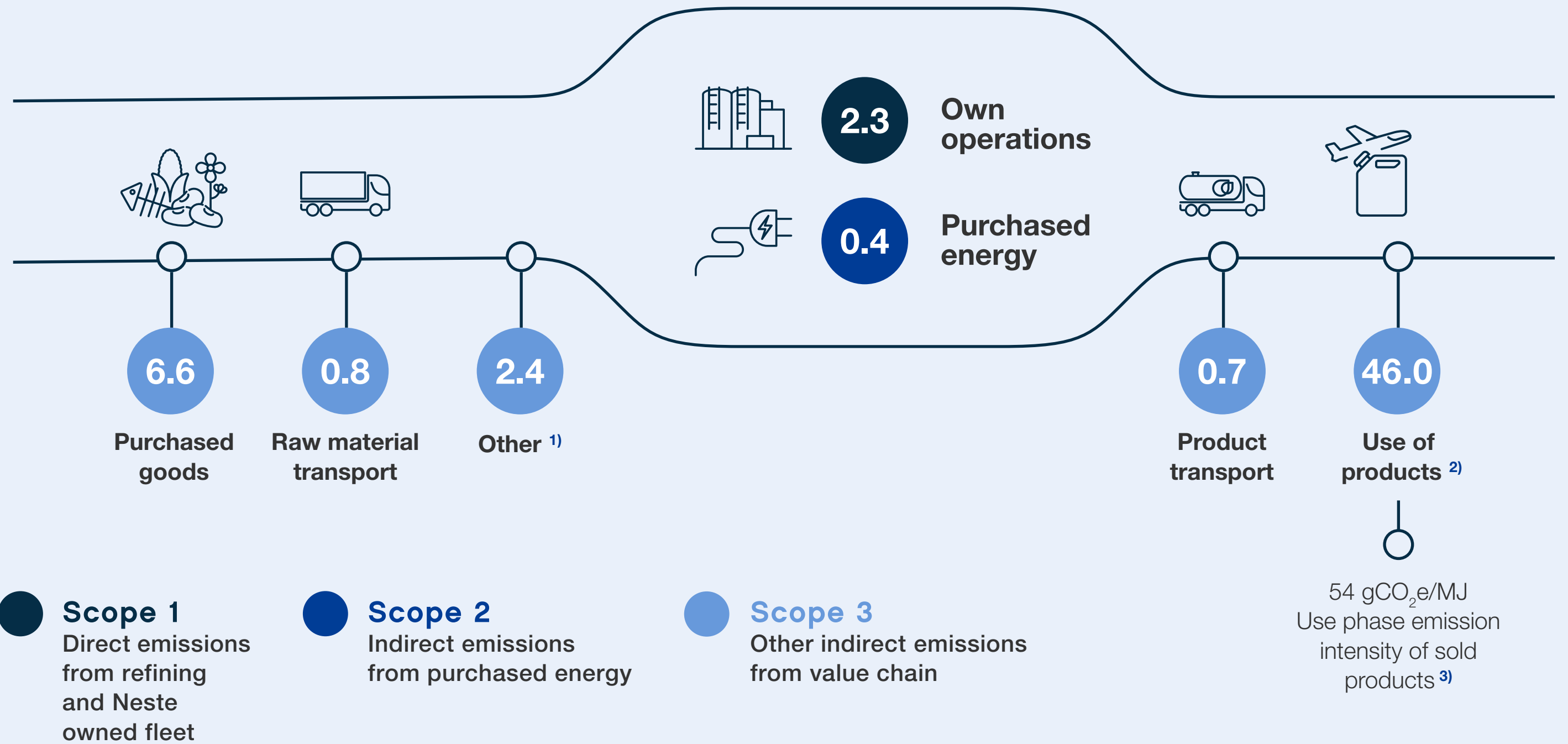
### Our roadmap toward a carbon neutral value chain

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

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

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

### Reported GHG emissions in 2024, MtCO<sub>2</sub>e



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

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

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

We have identified and taken several measures to reduce GHG emissions in our production (scopes 1 & 2). We met our short-term target of 100% renewable electricity procurement globally in 2023 with electricity supplier contracts and additional market measures. In 2024, solar power supply started from the Lakari solar plant in Rauma, Finland. In the medium-term, we will focus on improving energy efficiency and electrification, and in the long-term, our decarbonization actions include scaling new technologies.

In October 2024, we announced a decision to re-evaluate our renewable hydrogen plans and withdraw from investing into a 120 MW electrolyzer at the Porvoo refinery. We still plan to utilize renewable hydrogen at the Porvoo refinery and are actively evaluating alternative pathways for securing renewable hydrogen. Together with our partners, we continue the work to develop hydrogen ecosystems connected to our Porvoo refinery.

After the first target of halving our scopes 1 & 2 emissions by 2030, we are committed to reaching carbon neutrality in our own production by 2035. To achieve this, on top of the identified short-, medium- and long-term decarbonization measures, credible additional actions are needed within or beyond our value chain to neutralize or mitigate the residual emissions.

Use phase emissions of our sold products are a key priority on our journey toward a carbon neutral value chain by 2040. Thus, we are committed to halving the use phase emissions of our own sold products by 2040.

Furthermore, we recognize the need for comprehensive scope 3 emissions management. We are committed to working with our suppliers and partners to reduce the indirect GHG emissions across our value chain (scope 3). In 2024, we continued our internal pilot to assess scope 3 hotspots and to identify our critical suppliers and partners with a significant role in supporting us in our efforts to decarbonize our value chain.

Our climate commitments remain connected to the remuneration of Neste's key personnel, as a performance measure in Neste's long-term incentives (LTIs) to further drive the commitment and implementation of actions across the organization.



### Naantali bio-steam boiler

In 2024, a new steam boiler was completed at the Neste Naantali terminal. The new energy facility produces steam for the Naantali terminal heating tanks with a bio-steam boiler using domestic wood chips and recycled wood as an energy source and an electric boiler using renewable energy. The supply of steam produced with renewable fuels and energy supports Neste's aim of reducing emissions in our own production.

Since 2020, evaluating the production carbon footprint (scope 1 & 2) emission impact of investment decisions has been mandatory at Neste. To increase the transparency of the different GHG emission impacts of our investments, we have introduced new criteria and guidelines to enable our project teams to evaluate all the potential climate impacts of the possible investments. To align our investment decisions to support our climate commitments, Neste applies an internal carbon price for our scope 1 & 2 GHG emissions in investment calculations, business case evaluations and strategic planning.



### Progress of Porvoo refinery transformation

In 2023, Neste completed the strategic study on gradually transforming its crude oil refinery in Porvoo, Finland, into a leading renewable and circular solutions refining hub. The planned transformation will proceed in phases, and requires multiple separate investment decisions during the next decade before targeted completion. The transformation will complete Neste's journey to a 100% renewable and circular solutions producer when finalized.

# Biodiversity

We aim to drive positive impact on biodiversity and to achieve a nature-positive value chain by 2040, where positive biodiversity impacts outweigh negative ones.

Neste is dedicated to contributing to a more sustainable future for people and nature. We are taking a proactive, comprehensive and a phased approach to biodiversity:

- We aim to create net positive impacts (NPI) for biodiversity from new activities in our own operations from 2025 onward.
- We target No Net Loss (NNL) of biodiversity from all ongoing activities in our own operations by 2035.
- We aim to create nature positive impact throughout our value chain by 2040.

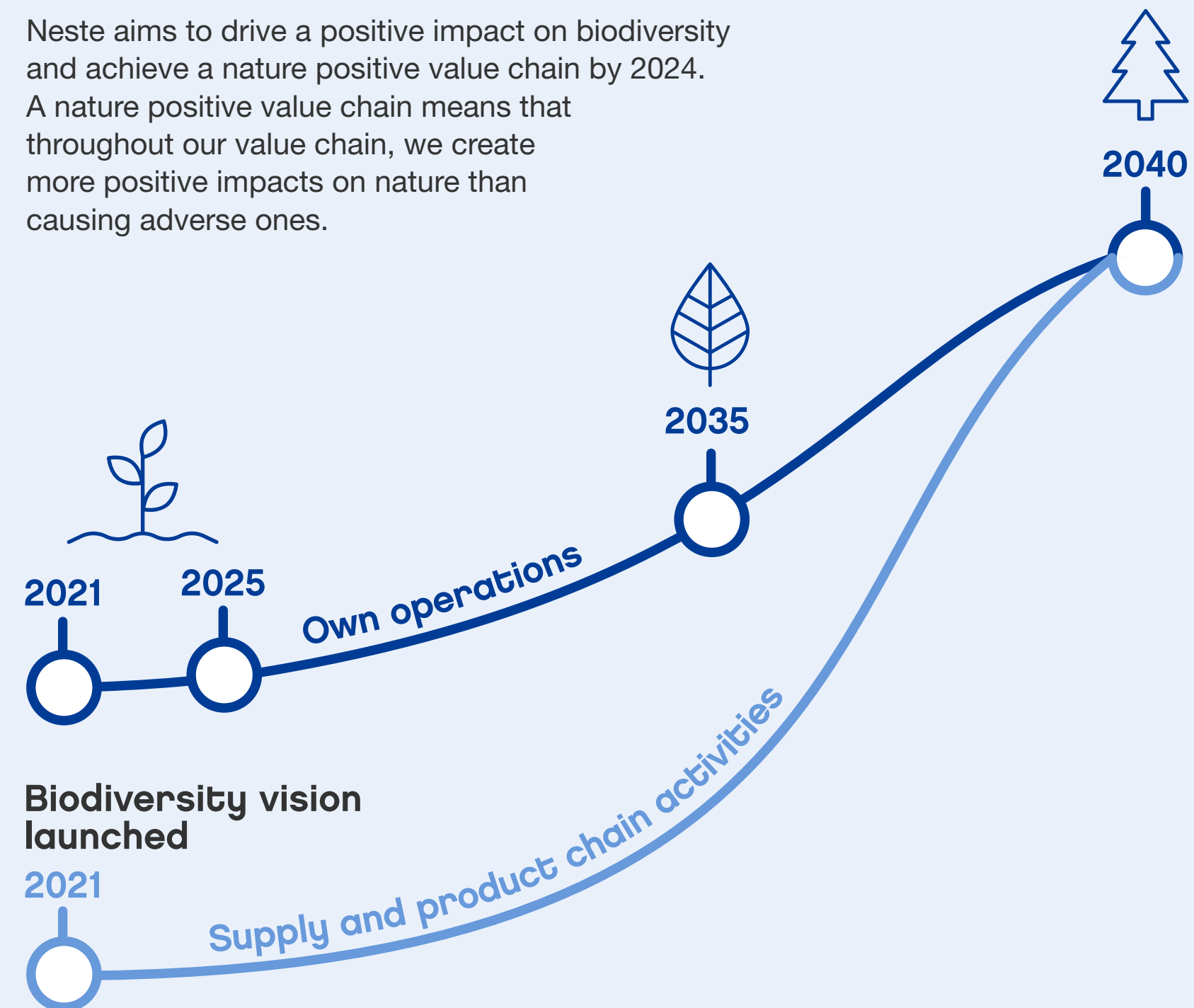
To achieve these goals, we apply the mitigation hierarchy to manage our biodiversity impacts: Avoid and minimize all negative impacts, restore affected areas and finally compensate for the residual impacts from our own operations.

Our focus areas for biodiversity management include:

- **Land:** We avoid the conversion of habitats with valuable biodiversity and aim to prevent deforestation.
- **Water:** We promote sustainable water use.
- **Pollution:** We mitigate environmental impacts from pollution as required under the applicable environmental regulations.

## Nature positive value chain by 2040

Neste aims to drive a positive impact on biodiversity and achieve a nature positive value chain by 2024. A nature positive value chain means that throughout our value chain, we create more positive impacts on nature than causing adverse ones.



### Biodiversity vision launched

2021

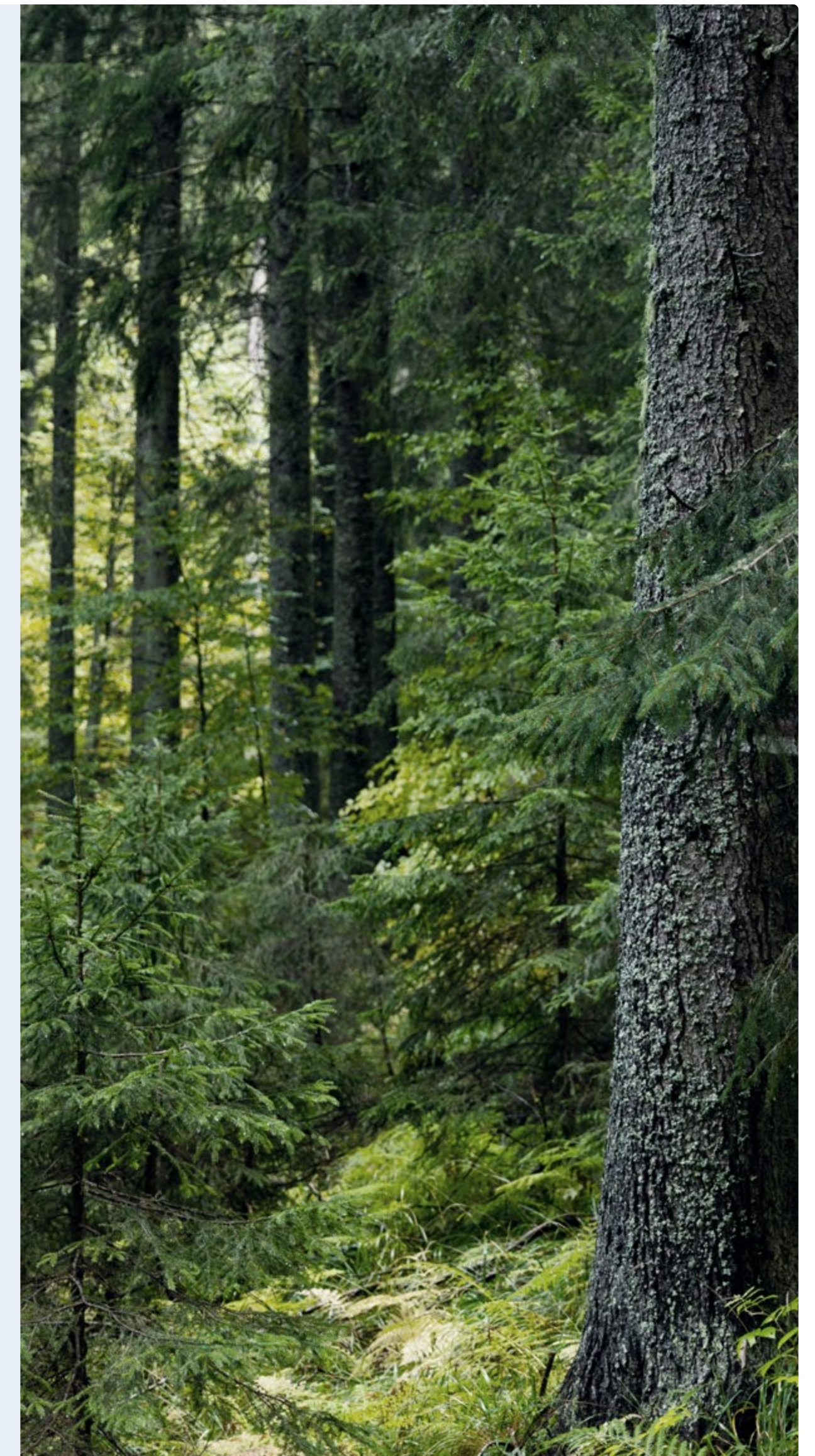
### Net positive impacts

Aim to create net positive impacts (NPI) for biodiversity from **new activities** from 2025 onward.

### No net loss

Target no net loss (NNL) of biodiversity from **all ongoing activities** by 2035.

The scope of “Net positive impact” (NPI) and “No net loss” (NNL) approach is set for Neste’s own operations. No net loss means net zero impact on biodiversity. “Own” means Neste’s direct operations covering activities over which Neste has direct operational control. NPI and NNL aim to address impacts through a mitigation hierarchy: avoiding and minimizing losses, restoring affected areas, and finally compensating the residual impacts, so that no biodiversity loss remains, and a positive impact is created.





## Management of biodiversity impacts in our own operations

### Developing our NPI approach for new investments

Building on the development of our No Net Loss (NNL) and Net Positive Impact (NPI) methodology pilots in 2023, we continued to refine our NPI approach in future investment projects.

In 2024, we defined criteria for application of the mitigation hierarchy within Neste's new investments. This included development of new internal guidance for investment projects to follow. The first investment projects have started to implement the criteria in their development.

Implementing this approach is a key step toward creating net positive impacts on biodiversity from new activities starting in 2025.

### Biodiversity focus areas on our sites

We believe that by implementing water stewardship, we can also build more resilient operations. We are therefore working to update our approach to water and related targets to achieve a nature positive value chain by 2040. In 2024, we continued to develop our water stewardship

approach at our sites as part of the update of our environmental management principle. Currently, we are focusing on strengthening the water balance management. A new wastewater treatment unit is being completed at the Rotterdam refinery and will start operation with the expansion of the production unit. New wastewater treatment units have been recently installed in Porvoo and Singapore.

The most recent water risk evaluation of Neste sites was undertaken in 2024, based on the WWF water risk filter tool's 2024 update and new Water Availability data layer that is in line with SBTN criteria. All our refineries are located in low-risk areas, but the updated evaluation indicates that Neste has six small-scale collection and recycling sites for waste and residue raw material in high and two sites in moderate water availability risk areas.

Elevated water risks can cause potential pressure in the pricing of water resources. Both water intake and wastewater treatment have been considered in long-term operational financial planning. According to our company-wide Environmental Management Principle, major investment projects include an Environmental Compliance Analysis and a compliance review when building new production capacity or increasing current capacity.

Neste has identified some vulnerable species and habitats to protect on our land, and within the Naantali terminal three hectares of forest have been protected. We follow strict criteria to mitigate pollution related environmental impacts and risks.

## Management of biodiversity impacts in our supply chain

In 2024, we reinforced our commitment to a nature-positive value chain. Building on insights from the SBTN pilot, we continued to map material impacts on our supply chain by identifying, assessing and prioritizing raw materials and regions critical for biodiversity. Beyond deforestation, we evaluated our landscape initiatives to refine our internal criteria guiding their development. Our goal is to address key biodiversity impacts across our value chain, focusing on land, water and pollution, while developing effective metrics and indicators to achieve a nature-positive value chain. We are also exploring the introduction of time-bound targets to support our efforts.

## Our collaborations for biodiversity

### Piloting science-based targets for nature

Neste was included in the initial target validation group for science-based targets (SBTs) for nature, by the Science Based Targets Network (SBTN) from May 2023 to September 2024.

We have been applying the pilot methodology and testing its feasibility in close collaboration with SBTN. Eventually, we did not set targets for nature based on the SBTN pilot methodology, but we want to continue supporting the development and our learning journey with the methodology in the future.

We have applied the lessons learned in the pilot to set and develop our own focus areas for mitigating impacts on nature and biodiversity. We completed our materiality analysis of biodiversity impacts according to SBTN guidance for upstream and direct operations, and concluded that freshwater and land use aspects are material for biodiversity and nature in Neste's value chain.

## Biodiversity approach development with Fauna & Flora

Our collaboration with Fauna & Flora, initiated in 2022, has been instrumental in developing Neste's biodiversity work. As an international, world's oldest wildlife conservation charity, they have supported us in creating an approach to net positive impacts and nature positive value chain.

## Developing practices for the Chemical industry in Finland

In Finland, Neste has been actively participating in the Chemical Industry Federation of Finland's biodiversity development work. The group of industry representatives has focused on raising biodiversity awareness within the chemical industry. Actions have included e.g. meetings with NGOs, arranging training, giving advice on several files, supporting advocacy, and contributing to the industry's overall biodiversity impact mapping.

## WBCSD's roadmaps to nature positive

Neste has participated in World Business Council for Sustainable Development (WBCSD) work on developing biodiversity and soil health metrics for regenerative agriculture. This work supports us in developing sustainability indicators for the novel vegetable oils (NVOs) supply chain via regenerative agricultural practices. These practices promote soil health and biodiversity on agricultural land. In 2024, we tested a set of sustainability indicators when piloting the new concepts. We will continue the development based on the lessons from the pilots and from the collaboration with WBCSD and other research institutes.

[Read more about biodiversity](#)

[Read more in the Sustainability statement.](#)

# Human rights

In line with the United Nations Guiding Principles on Business and Human Rights, our [Human Rights Principle](#) sets the path and standards for a rights-based approach in all of Neste's business decisions.

## Embedding respect for human rights across the business

We implement an ongoing process of human rights due diligence to identify, assess and address adverse human rights impacts across our business operations and value chains. Stakeholder engagement is a key component of Neste's human rights due diligence, extending across our operations, supply chains, and communities. When assessing human rights risks, we pay special attention to vulnerable groups such as women, children, migrant workers and Indigenous Peoples.

## Neste's human rights ambition 2030

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



### Responsible recruitment

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



### Children & education

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



### Living wages

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



### Reducing inequality

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



## Respecting human rights

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





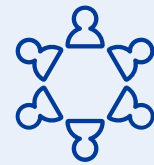
## Our most salient human rights issues



**Fair employment**



**Health & safety**



**Equity, diversity & non-discrimination**



**Children & young workers**



**Modern slavery**



**Fair treatment**



**Economic, social & cultural rights**

### Focusing on salient issues

Our Human Rights Principle outlines seven priority areas for human rights at Neste: fair employment; health & safety; equity, diversity & non-discrimination; children & young workers; modern slavery; fair treatment and economic, social & cultural rights. These are Neste's salient human rights issues, that is, those issues that are at risk of the most severe negative impacts through our activities or business relationships.

Every year we analyze the saliency of our human rights impacts based on severity and likelihood. The assessments evaluate our actual and potential impacts on people throughout the value chain at a practical and granular level. This enables us to monitor our progress, account for any new risks resulting from changes in our business and accurately focus and prioritize our work. We also evaluate the effectiveness of our current measures and assess whether existing practices are sufficient in scale and complexity to address our salient issues. In 2024, we held internal workshops to expand the depth and scope of our saliency assessment across our business areas.

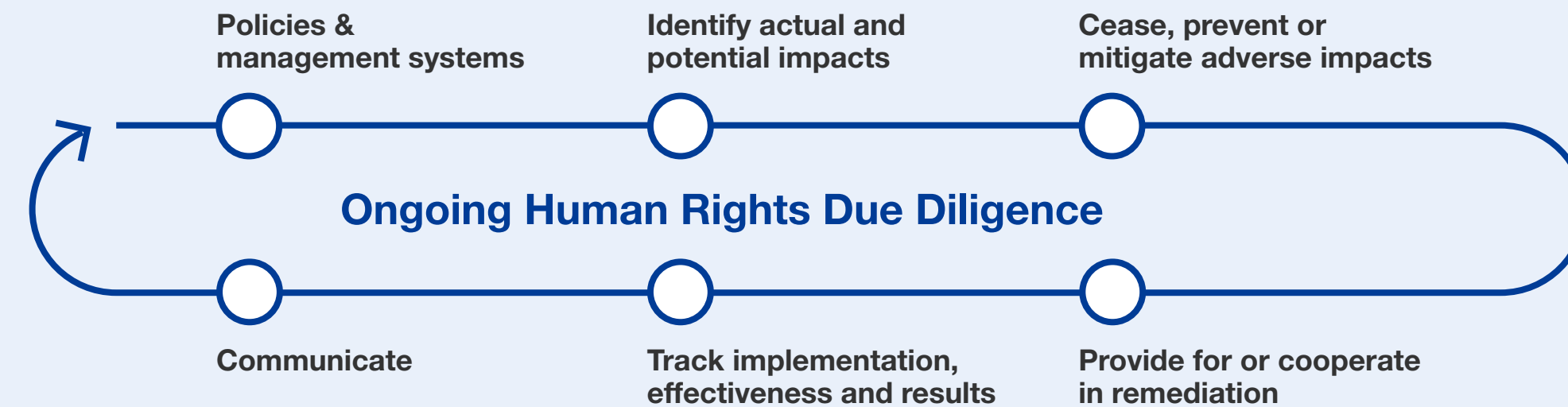
### Human rights due diligence for our own operations

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

- Neste is committed to ensuring 100% of our own operations are covered by robust human rights due diligence systems by 2025 in line with the Consumer Goods Forum's [Maturity Journey Framework](#). In 2024, we made progress on this commitment by carrying out human rights due diligence maturity assessments for Neste's terminals in Finland, the Netherlands and the Baltics.
- We continue to use human rights criteria and assessments to inform decision-making on strategic business development, investments and innovation

## Embedding human rights due diligence at Neste

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



- projects. For example, in 2024, we completed a human rights impact assessment for the potential construction and operation of a new unit at Neste's Porvoo refinery. The assessment identified and evaluated potential human rights risks to local communities, construction workers, and future employees at the facility, providing recommended mitigation measures to ensure human rights are respected throughout the project.
- In 2024, we continued to work proactively to prevent exploitation and promote respect for labor rights across our production sites. We pay special attention to safeguarding the rights of migrant workers and third-party employees working for contractors and subcontractors on Neste sites, especially during peak times such as our expansion projects, shutdowns and turnarounds. We use a range of practices to inform these workers about their rights and address their concerns, e.g. informative posters and leaflets, induction sessions, contractor social audits, social toolbox meetings, and site-level complaints channels.

### Human rights due diligence for our supply chains

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

- ➔ Read more about [the site-level complaints channels for third-party workers](#).
- ✔ Read more in [the sustainability data package](#).
- ↶ Read more about our [supply chain due diligence](#).



### Training and capacity building

We are committed to training our employees and suppliers on human rights and labor standards. Human rights training is integrated into our global induction for new employees and all Neste employees are required to complete a mandatory Code of Conduct e-learning course, which includes topics on advancing respect for human and labor rights. We also carry out annual capacity building sessions for our suppliers, which cover a variety of human rights topics. For example, in 2024 we hosted an online training session for our renewable raw material suppliers and sub-suppliers on human rights and forced labor.

➤ Read more about [supplier capacity building](#).

### Responsible recruitment

Neste is committed to advancing responsible recruitment in our operations and value chains, to ensure fair, ethical and transparent recruitment processes that protect the rights and wellbeing of jobseekers. In 2024, Neste took various actions to drive responsible recruitment, including:

- Adding no-recruitment-fee clauses to contracts with recruitment agencies and staffing firms used by Neste.
- Strictly enforcing Neste Supplier Code of Conduct no-recruitment-fee policy in sustainability audits conducted on suppliers of renewable raw materials.
- Monitoring the implementation of corrective actions resulting from Neste-led audits of migrant worker recruitment agencies used by one of our suppliers in both their sending and receiving countries.
- Participating in the Consumer Goods Forum's [People Positive Palm Project](#) to provide training for Neste's PFAD suppliers to help strengthen their management systems for responsible recruitment. As part of this project, we are also engaging in collective advocacy with the governments of Malaysia and the sending countries of migrant

workers, supported by the Fair Labor Association (FLA) and the UN International Organization for Migration (IOM).

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

### Living wages and incomes

In 2024, Neste completed its annual internal living wage gap assessment covering all countries in its global operations, using data provided by the Fair Wage Network. The analysis of assessment results is ongoing, ensuring a thorough evaluation of diverse remuneration elements in all locations.

We continue to use living wage data in our onboarding process and sustainability audits for renewable raw material suppliers, with the dual aim of gaining a better understanding of our supplier wage practices and raising awareness to build supplier knowledge of this topic. In 2024, we assessed the living wage practices of 11 renewable raw material suppliers.

### Children and youth

Neste is committed to respecting and supporting children's rights and to implementing [the Children's Rights and Business Principles](#) throughout our business and value chains. We were recognized as a leader in the Global Child Forum's annual benchmark, The State of Children's Rights and Business 2024. Neste was ranked among the top 10 companies out of 1,802 benchmarked globally. This accomplishment demonstrates our ongoing commitment to safeguarding children's rights throughout our operations and value chains.

In 2024, we continued to work in collaboration with SOS Children's Villages India to support vulnerable families and improve children's lives through education and life skills training in Kolkata, Nagapattinam and Bawana. Through this partnership, SOS Children's Villages also offers guidance and local expertise to deepen Neste's understanding of children's rights issues in our supply chains in India.

### Worker voice

Engaging directly with workers enhances Neste's visibility of issues impacting rights-holders on the ground, enabling more targeted and effective human rights due diligence. In 2024, we continued to implement [worker voice technology](#) in Neste's operations and supply chains. The technology uses an audiovisual survey to enable direct and anonymous engagement with workers on mobile devices. In 2024, we conducted 501 anonymous worker surveys in our supply chains across Asia and North America. The survey provides insights into various topics affecting workers employed by our suppliers and contractors – for example, inequality, living wages, recruitment fees and children's access to education, all priority areas in Neste's human rights ambition for 2030.

### Collaboration

We actively seek opportunities to collaborate with our stakeholders to advance positive systemic change and enhance our leverage to address the root causes of adverse human rights impacts. In 2024, we continued to engage in the [Nordic Business Network for Human Rights](#) (NBNHR), [Consumer Goods Forum's](#) (CGF) Human Rights Coalition, and the [World Business Council for Sustainable Development](#) (WBCSD), including the WBCSD Business Commission to Tackle Inequality (BCTI).

➤ Read more on our [collaborative initiatives](#).

### Reporting

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

➤ Read more in the [Sustainability statement](#).

# Supply chain and raw materials

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

Our commitments to responsible and ethical business depend not only on our own people but also on forming relationships with business partners who share our commitments. Identifying and selecting good partners are crucial to the sustainability of supply chains. Nestle requires all its suppliers and other business partners to comply with applicable laws and expects them to follow equivalent ethical business standards as stated in the [Nestle Supplier Code of Conduct](#). We include social, environmental and ethical criteria for suppliers as we drive diversification and increased availability of more sustainable raw materials.

Nestle Supplier Code of Conduct outlines the basic requirements Nestle expects its suppliers and their first tier suppliers, contractors and business partners to adhere to and implement throughout their businesses. Nestle aims to include Supplier Code of Conduct in the contract terms for suppliers, contractors and other business partners participating in the delivery of raw materials, products, components, materials or services to Nestle.

## Five elements of our Supplier Code of conduct



**Compliance with laws and regulations**



**Business conduct**



**Environmental impact and climate change**



**Human and labor rights**



**Occupational health, safety and security**





**Sustainability risk assessment in our supply chains**

In 2024, we continued to develop our sustainability due diligence practices by focusing our audits on suppliers with the highest risks and most significant strategic importance. In 2025, we plan to further strengthen our supplier due diligence in accordance with upcoming regulation such as the EU’s Corporate Sustainability Due Diligence Directive (CSDDD).

In 2024, we conducted a total of 141 sustainability audits: 66 on renewable and recycled raw materials; 38 on terminals; and 37 contractor audits. Of these, 66 audits were carried out for renewable raw material suppliers, of which 13 were on site, 5 were virtual, and 48 were third-party audits. In 2024, 51 audits were conducted on our direct renewable raw material suppliers and 15 on our renewable raw material suppliers’ suppliers.

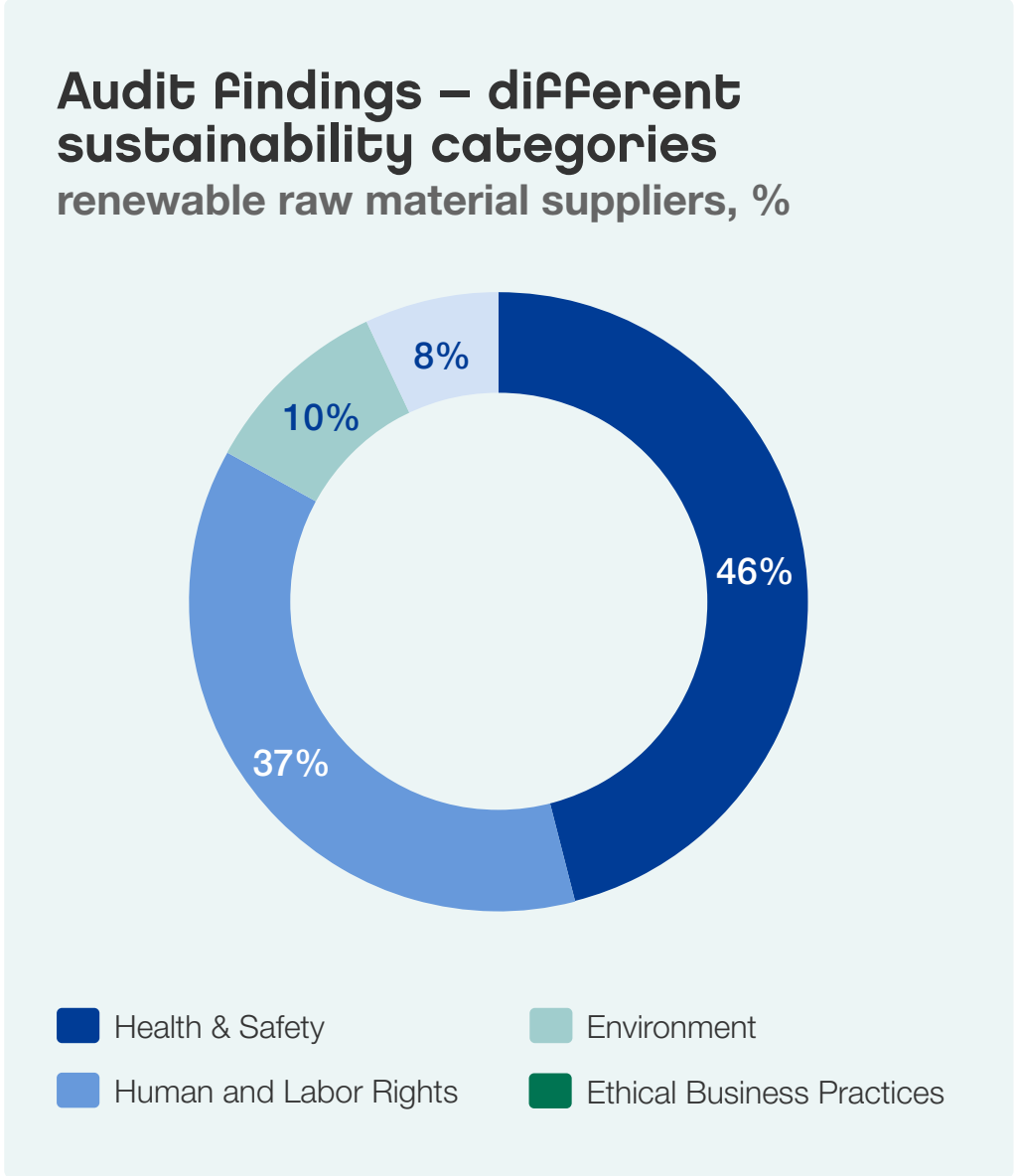
The majority of findings recorded in renewable raw material supplier audits in 2024 were related to health and safety.

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

**Renewable raw materials sourcing**

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

Neste’s sustainability due diligence process is mainly managed on Neste’s Supplier Sustainability Portal (SSP), a digital platform that is used to facilitate our evaluation of potential and existing renewable raw material suppliers, collect traceability data, support performance monitoring and enable active supplier engagement. Suppliers are required to insert the location of their own production and processing site(s), and where applicable, their own suppliers’ production and processing site(s), to SSP. As a minimum, we require our suppliers to disclose their supply chain actors and locations as determined by



end-market sustainability regulation such as EU Renewable Energy Directive (EU RED). In 2024, we strengthened our sustainability survey in SSP for direct suppliers by adding enhanced risk-based criteria and introduced a risk-based survey for sub-suppliers. In 2024, the total number of renewable raw material suppliers onboarded against sustainability criteria was 222.

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

### Liquefied waste plastics sourcing

In addition to the automated counterparty compliance screening and requiring our liquefied waste plastic (LWP) suppliers to fulfill the requirements in the Neste Supplier Code of Conduct, we only accept liquefied waste plastic that is traceable and complies with the ISCC Plus certification requirements. In 2024, we continued onboarding new liquefied waste plastic suppliers. Suppliers with which Neste has an established, ongoing business relationship are subject to additional sustainability due diligence.

### Crude oil and other fossil raw material sourcing

As we are transforming from a traditional oil refiner into a provider of renewable and circular solutions, we continue to produce high-quality oil products from crude oil and condensates at our Porvoo refinery in Finland.

In 2024, a total of 36 fossil raw material suppliers were assessed. We continued to assess all new suppliers and potential suppliers from countries identified as high risk in our country risk assessment. Furthermore, for ethanol suppliers from higher-risk countries, the sustainability due diligence includes an evaluation of production plant details and raw material origins.

During 2024, we continued to monitor and assess GHG emission data related to crude oil production and the crude oils that we purchase and evaluate. In addition, we include emissions and other environmental and governance aspects when assessing potential new crude oils.

### Indirect procurement

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

In 2024, we internally identified gaps in sustainability due diligence within indirect procurement and prioritized key areas for improvement. We also continued and expanded the initiatives and pilots launched in 2023. This included increasing the use of standardized surveys

and incorporating sustainability due diligence clauses in more contracts. Additionally, in 2024, we established site-level complaint channels for third-party workers during the Porvoo refinery turnaround and audited construction contractors to monitor compliance with our Supplier Code of Conduct and address any impacts.

### Capacity building training of the suppliers

In 2024, we conducted capacity building training for our renewable raw material suppliers in Asia, Oceania, the Americas and EMEA. The focus last year was on health and safety, as the majority of the findings of the renewable raw material supplier audits in 2023 were related to safety practices. In addition, capacity building training was held on the topics of environmental management and human rights. Neste invited all its active suppliers and encouraged its main suppliers to invite their suppliers to the training. A selection of potential future suppliers was also invited to participate.

More than 80 raw material suppliers joined these different capacity building training sessions with over 120 participants globally.

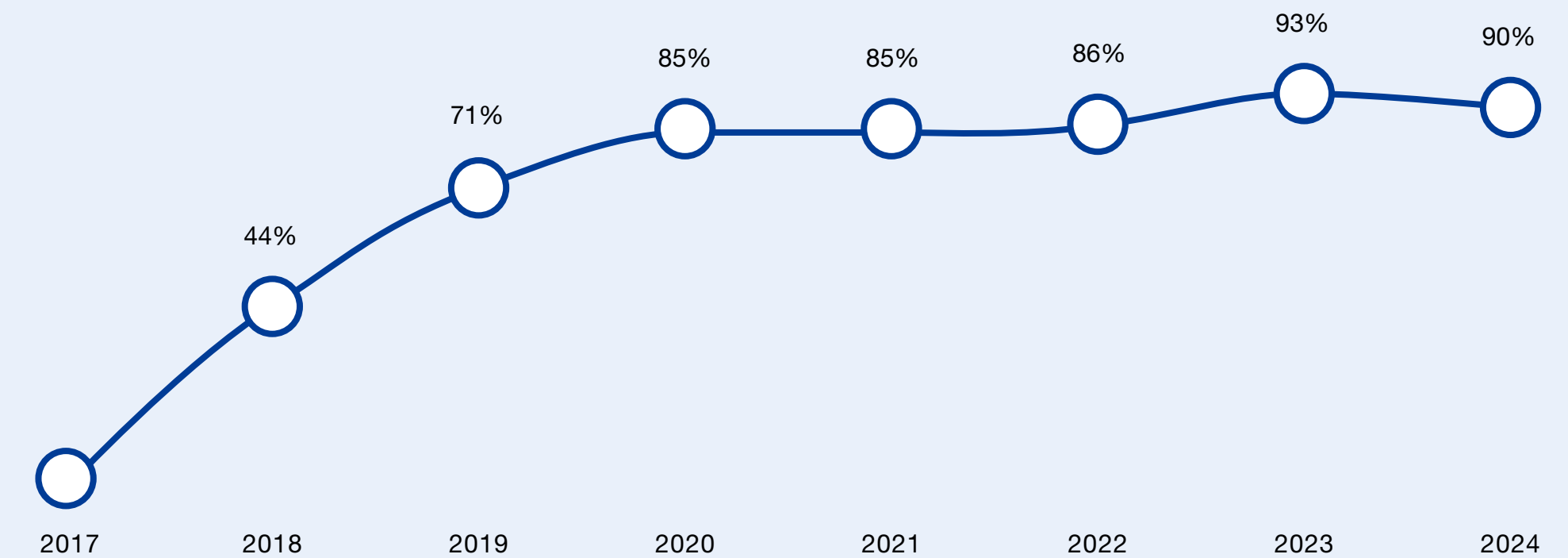
[Read more about supplier engagement](#)

### Engaging with PFAD suppliers

While Neste does not use crude or refined palm oil in the production of its renewable products, we do continue to purchase waste and residues generated in palm oil production processes, and we therefore also remain committed to developing the sustainability of the palm oil industry. Neste participates in several collaborative efforts to advance positive social and environmental impacts in the palm sector.

In 2024, we continued our tradition of hosting [annual workshops](#) with our PFAD (palm fatty acid distillate) suppliers. Alongside collaboration with the industry, Neste contracted third party deforestation monitoring service providers to monitor, verify and mitigate deforestation risks within its PFAD supply chains to complement the processes already in place.

### % of Neste's PFAD supply traceable to plantation <sup>1)</sup>



<sup>1)</sup> Based on risk-calibrated Traceable to Plantation approach. Figures are weighted by refinery volumes supplied to Neste.

Since 2017, we have been developing traceability for our entire PFAD supply chain to palm oil plantations. During 2024, we were able to independently map and validate 100% (100%) of our PFAD supply chain to the supplying palm oil mills and 90% (94%) all the way to plantations.

[Read more about traceability](#)

## Renewable raw materials

Neste uses a wide variety of renewable raw materials each year to produce renewable fuels as well as renewable feedstock for the production of polymers and chemicals.

Used cooking oil, animal fat from food industry waste, and various wastes and residues from vegetable oils processing represent the top three waste and residue raw material categories we use, based on their current and estimated shares of Neste's total annual renewable raw material inputs. In 2024, 90% of our global renewable raw material inputs were waste and residues.

Our global sourcing capabilities were further strengthened in 2024, as the total number of our renewable raw material suppliers reached 624.

We are constantly working to diversify our current portfolio with scalable new raw materials as well as to develop technologies enabling their use.

## Recycled raw materials

Neste has been advancing chemical recycling to accelerate the transition to a circular economy for plastics. We are using raw materials like liquefied waste plastic and liquefied discarded rubber tires and refine them into high-quality drop-in feedstock for the production of new plastics.

To scale up chemical recycling, we are building upgrading capacities for 150,000 tons of recycled raw materials, such as liquefied waste plastic, per year. The new unit is planned to be finalized in 2025. In 2024, we continued our processing runs at our Porvoo refinery.

[Read more about our raw materials](#)

## Growing a scalable portfolio of renewable raw materials

In 2024, globally  
**90%**  
of Neste's renewable raw material inputs  
were waste and residues.

Long term

Advancing our research and innovation work to scale up new raw materials and technologies in the long-term.

### Today



#### Used cooking oil (UCO)

UCO consists of oils and fats of a vegetable or animal origin that have been used by the food industry or restaurants to cook food for human consumption.



#### Animal fat from food industry waste.

Animal fat is derived from the food industry's meat processing waste.



#### Vegetable oil processing waste and residues

Neste's renewable raw material portfolio includes several vegetable oil processing wastes and residues, such as palm fatty acid distillate (PFAD), spent bleaching earth oil (SBEO), empty fruit bunch oil (EFBO) and palm oil mill effluent (POME).



#### Other waste and residues

Our raw material portfolio also includes fish fat from fish processing waste, tall oil based raw materials, food waste, technical corn oil and acid oils.



#### Vegetable oils

In 2024, the share of vegetable oils, such as rapeseed oil, soybean oil and sunflower oil, was approximately 10% of our global renewable raw material inputs.

Growing the renewable raw materials pool short- to mid term by continuous development of new raw materials and our sourcing and pretreatment capabilities.



#### Novel vegetable oils

produced with regenerative agricultural practices, such as intermediate cropping.

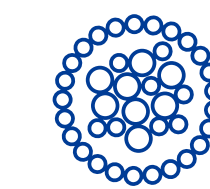


**Challenging, lower-quality waste and residues** such as acid oils and wastewater-derived grease (i.e., "brown grease").



#### Lignocellulose

Waste and residue streams from agriculture, forestry and the forest industry provide viable and sustainable raw material options. Our focus is on resources that are currently underutilized.



#### Algae

Microalgae can be cultivated wherever there is water and sunlight, including saline water and land areas unsuitable for other types of cultivation.



#### Renewable hydrogen

Replacing hydrogen produced from fossil raw materials with renewable hydrogen is one important means of reducing refineries' GHG emissions. In the long term, renewable hydrogen also builds a foundation for the use of Power-to-X (PtX) technologies and e-fuel production.

# Compliance

We are committed to high ethical standards and conduct our business in compliance with applicable laws and regulations. This means acting transparently, responsibly, with integrity and in accordance with our values.


Neste's Code of Conduct provides the framework for our global business operations and is a key element of our compliance program. We also expect our suppliers and business partners to comply with applicable laws and adhere to equivalent ethical business standards, as outlined in our Supplier Code of Conduct.

Neste's compliance policies, principles and standards are updated regularly and form the basis of our compliance program. They are implemented through communication and training. As part of this, we regularly communicate internally on compliance-related topics and train our employees through both e-learning courses and targeted in-person and virtual training. The target groups for the trainings are based on role and risk level. We constantly develop our compliance program with special efforts in the defined key focus areas: competition law compliance; anti-corruption; trade sanctions; privacy and anti-money laundering. We carry out annual compliance risk assessments to support us in our risk-based approach and to guide us in our compliance efforts and risk prevention and mitigation actions in the organization.

In 2024, we revised our Anti-Corruption Principle and Trade Sanctions Principle. As part of our continuous training efforts, we revised and issued three e-learning courses in 2024:

- Privacy e-learning course for approximately 5,000 employees
- Anti-Corruption e-learning course for 3,700 office workers
- Competition Compliance & Trade Association e-learning course for a defined group of approximately 120 employees

To enhance awareness, we also issue regular compliance communication via various channels, including our Compliance Hub channel and global intranet. In 2024, this communication covered topics such as the importance of speaking up, privacy, anti-corruption, competition law and information sharing, trade sanctions and gifts and hospitality.

 Read more on Neste's compliance program in [the Sustainability statement](#).



# People

At Neste, it is our people who bring the strategy to life, driven by our culture.

Our culture is based on our values – we care, we have courage, we cooperate. It fosters belonging and encourages conscious decision-making daily. We embrace diversity, equity and inclusion.

We adapt to the changing business environment and adjust our ways of working as required. To improve cost effectiveness and strengthen long-term competitiveness, Neste simplified its organizational structure and operational model and streamlined business and function-level operations during 2024.

Due to the organizational changes, a significant part of employees were impacted by line manager change, lateral move, demotion, promotion or reclassification of the job. The number of line managers was reduced as the average size of teams increased. There was also an increase in both the geographical dispersion and share of multinational teams. The organizational changes led to a reduction of approximately 390 roles globally. Neste offered change support for all employees globally. Career coaching was provided for those who were made redundant. The new organization was effective as of April 1, 2024.

In 2024, Neste's renewed short-term incentive plan (STI) was implemented to support business performance.

By the end of 2024  
Neste employed  
an average of  
**5,876**<sup>1)</sup>  
employees with approximately  
**629**  
new employees globally,  
of whom approximately  
**64%**  
were permanent  
positions.

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





### **Everyone contributes to the company's success**

At Neste, we have a history of working together to overcome challenges and to succeed. We believe in open communication and continuous learning from one another, and encourage dialogue to build engagement. We offer versatile global services to ensure efficient ways of working and to support wellbeing at work as well as work-life balance.

We actively listen to employee feedback by conducting global employee engagement surveys regularly. The survey results are discussed systematically across the organization and translated into actionable plans at all levels of the organization. In addition, we conduct employee surveys targeted at specific groups – for example, new joiners and summer trainees, as well as employees leaving the company.

At a local level, a key element of employee cooperation is that it is driven by local requirements in each country of operation. Neste is committed to following applicable local collective agreements and has local cooperation bodies or works councils in Finland, Rotterdam and Singapore. In 2024, a works council was also established in Amsterdam.

As a result of requests from Neste employees, Neste started negotiations with employee representatives aiming to establish a European Works Council (EWC) that is based on EU legislation.

### **Empowering continuous learning and development**

We encourage everyone to be the leader of their own development by driving clarity, supporting growth and empowering renewal. We support our employees' individual development goals and develop our competences to meet business targets. This includes regular Forward discussions with line managers to discuss development plans and set learning goals.

We provide versatile learning opportunities to support the growth of our people. To support the growing demand for continuous learning, we launched a new learning platform, WeLearn, in October 2024. The platform offers personalized learning experiences to help employees discover new learning opportunities based both on role requirements and personal skills and interests.

In 2024, we organized several strategic development programs for different target groups with the help of our partners. The programs are built on strategy and leadership and are delivered by top-of-the-field professors to ensure an inspiring learning experience. By bringing together people from different business units, we ensure cross-functional cooperation and build the foundation of future success.

The average time spent in learning programs for Neste employees in 2024 was 18.5 hours, and our company-wide development programs had more than 640 participants.

### **Wellbeing at work**

At Neste, safety has always been the cornerstone of all we do, and it is interlinked with health and wellbeing. Our wellbeing model defines the various aspects of wellbeing, in which we all play a part. We follow the Neste Occupational Health Principle throughout the organization, subject to local legislation and requirements. In 2024, we supported the wellbeing of our employees by providing various services globally and additional support like webinars on change adaptation and resilience.

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

# Safety

At Neste, managing our business safely is a precondition for everything we do. We are committed to creating safety for people, the environment, our assets, operations, information and brand.

Creating safety together is our common goal, and it is integrated into daily operations and workplaces, with clear expectations of everyone working for the company. Commitment to safety leadership is the foundation for leading and managing safety.

Our Safety Leadership Principle outlines our ambitions, expectations and accountabilities for all employees and anyone working for the company. Safety management and its continual improvement is defined by the Neste Operational Excellence Management System (OEMS). This provides the underlying principles and standards for creating excellence in safety. The requirements extend not only to our employees but also to our suppliers and partners.

We take a holistic view of safety. We monitor the number of Neste Safe Days as our primary lagging safety measure, which covers all our operations and signifies the total number of days without incidents.

Neste Safe Day Incidents cover incidents related to our main safety risks: occupational accidents; process safety events; fires and leaks; environmental non-compliances; marine safety incidents; and traffic accidents.

## Creating safety together



In 2024,  
the number of  
Safe Days was

**278**

(2023: 278),

and the number  
of incidents was

**108**

(2023: 94).



## Safety of people

At Neste, the safety of our people and partners is paramount. We are committed to creating workplaces that are free from fatalities and serious injuries.

In 2024, we focused on fatality prevention by developing proactive safety practices to ensure critical safeguards are in place that were functioning and effective.

We started work to unify and develop our approach to verifying safeguards for high risk work by creating standardized Safe Work Practices such as Working at Heights and Hot Work. Different sites and locations are involved in the work, enabling the sharing of best practices and promoting learning from each other.

Proactive verifications of safeguards, along with observation tours and inspection rounds, facilitate productive safety discussions and interactions with frontline workers. During the Porvoo Turnaround 2024, over 6,000 preventive safety activities were conducted.

In 2024, we continued I Act Safe learning workshops. These reached a broad audience, with a total of 27 workshops organized and approximately 350 participants. The workshops focused on developing safety leadership and management.

Creating safety together with our contractors and suppliers is vital. We hold them to the same high standards as ourselves and proactively work with them to ensure they have the information and resources for safe work practices. Contractor safety performance is included in Neste's safety performance statistics and continuously improved through a rigorous contractor selection process, performance evaluations, mutual feedback and a strong emphasis on safe subcontracting. In 2024, our Oil Products business continued collaborative safety development and partnership with key contractors.

In 2024, our dedication to contractor safety resulted in 1,473 performance evaluations and over 34 safety management system audits. This rigorous assessment process ensures high standards and identifies key areas for improvement.

Our global Neste Safety Week, focusing on building trust, psychological safety, and a culture of open questioning, engaged all employees through various local and global events. We also recognized outstanding

contractor commitment to safety by presenting Contractor Safety Awards to numerous recipients across Neste locations worldwide.

In 2024, Neste's occupational safety performance rate including contractors (TRIF, or the rate of all recordable workplace injuries per million hours worked) did not reach the target level (1.8) and was 2.2 (2023: 2.3). We continue to prioritize contractor safety, and our efforts are reflected in a TRIF of 1.7.

## Process safety

At Neste, process safety encompasses the design and construction of safe facilities, safe operations, life cycle asset management and regular inspections.

In 2024, we continued to support the implementation of the Neste Process Safety Fundamentals at production sites, integrating them into daily work and learning processes. Process Safety Fundamentals, launched in 2023, are learning resources which define good operational practices supporting our operations in the prevention of process safety events and major accidents.

In 2024, the process safety performance rate (PSER, or the rate of process safety tier 1 and tier 2 events per million hours worked) was 1.3 (2023: 1.2), which did not reach the 2024 target level (0.9). Process safety performance is recorded according to the American Petroleum Institute (API) standards.

Total Recordable Injury Frequency (TRIF)	Process safety event rate (PSER)
<b>2.2</b>	<b>1.3</b>

## Product safety

Providing the required registrations and accurate safety data sheets in all the countries of our operations is at the core of creating product safety at Neste. This work requires continuous cooperation and monitoring of global chemical legislation. Product safety is not only

about managing our own products, it includes also our value chain.

Identifying chemical substances included in the various regulatory reporting schemes is becoming increasingly important. In 2024, we developed tools and data to manage the new EU Corporate Sustainability Reporting Directive (CSRD) requirements for reporting Substances of Concern. We also continued the work to ensure safe handling of chemicals at Neste to prevent hazardous exposure for workers.

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

➔ Read more about [safety](#)

## Environmental safety

In 2024, we had 15 environmental permit violation cases at refineries (12), pre-treatment plants (1) and terminals (2) with limited local environmental impact. No serious environmental incidents occurred at Neste's refineries or other production sites.

In 2024, the environmental authorities (i) imposed an order subject to a penalty on the Neste Rotterdam site relating to the exceeding of emission limits for volatile organic carbon components (VOC) and (ii) initiated an investigation under criminal law.

In addition to and separately from the above environmental incidents, the authorities informed their intention to impose an order subject to penalty relating to process safety on the Neste Rotterdam refinery.

Additionally, there are 4 orders subject to penalty pending from 2022 and 2023 as well as one investigation under criminal law following an alleged violation associated with the flaring system. Neste strives for timely execution of all orders subject to penalty. Neste has contested the legality of 4 of the above orders in objection procedures which are pending.

Neste is fully committed to having compliant operations and takes significant steps in solving the alleged issues. We remain in close contact with the authorities to address any issues relating to environmental regulation and permits as part of a tightened supervision regime.



# Sustainability data package

Sustainability reporting in 2024 .....	38
Value creation .....	40
Performance in figures .....	41
Climate and the environment .....	41
Supply chain and raw materials .....	43
Safety .....	44
People .....	45
Human rights and compliance .....	47
GRI content index .....	48
TCFD recommendations disclosure .....	55
SASB content index .....	56
UN Guiding principles reporting framework index .....	58
Principles for calculating key indicators .....	59
Independent Practitioners' assurance report .....	61



# Sustainability reporting in 2024

In 2024, Neste's sustainability reporting was renewed to comply with the Corporate Sustainability Reporting Directive (CSRD).

To ensure reporting continuity, Neste's Sustainability data package serves as a single source for relevant sustainability metrics and indicators. The package includes metrics reported in accordance with the European Sustainability Reporting Standards (ESRS), as well as indicators with reference to the Global Reporting Initiative (GRI) and entity-specific sustainability indicators.

## Reporting frameworks and guidelines

We are committed to the UN Global Compact (UNGC), United Nations Guiding Principles on Human Rights (UNGP) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Neste follows the OECD Guidelines for Multinational Enterprises and guidelines for good governance. Neste has been a signatory of the UNGC Principles since 2014. Our Communication of Progress with Global Compact Principles for 2024 information will be reported via the UNGC portal.

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

We use the GRI Universal Standards 2021, GRI Sector Standards for Oil and Gas Sector 2021, as well as Topic Standards with Standard versions indicated in the GRI Index. Alignment with relevant reporting frameworks is indicated for selected metrics in the data package. Scope of GRI reporting for 2024 is based on materiality assessment conducted in 2022, double materiality assessment conducted in accordance with the ESRS in 2024 and complemented by Neste's understanding of additional stakeholder expectations for sector-specific topics and metrics that are not in the scope of the Sustainability statement. In addition to material topics according to ESRS, we report in reference to GRI on selected environmental matters, including waste, water, and non-GHG emissions to air and water, social matters such as diversity and employment, and governance matters like anti-corruption. Scope of reporting is selected to ensure reporting continuity and meeting specific stakeholder and external reporting needs. The GRI index provides a navigation and overview of topics for users of the Annual report.

Neste is committed to applying the Task Force on Climate-related Financial Disclosures (TCFD) reporting principles from 2019 to disclose climate-related financial risks and opportunities in the reporting. In 2024, climate-related financial disclosures are mainly covered in

the Sustainability statement as part of the Review by the Board of Directors.

In addition, we report according to the SASB Oil & Gas Refining and Marketing Standards where applicable, as Neste is categorized under this sector standard by SASB. Neste follows the development and adoption of the ISSB Standards. By applying the ESRS, TCFD reporting principles, and SASB Standards where relevant, Neste expects to be well aligned with the ISSB Standards.

Our financial reporting complies with the international IFRS accounting standards, and governance-related reporting complies with the legislation on listed companies and the Finnish Corporate Governance Code 2025.

Changes to information disclosed in previous years (incl. restatements) or calculation principles are communicated in connection with the relevant indicators. The calculation principles for several indicators in the Sustainability data package have changed due to implementation of the ESRS.

The definitions and calculation principles of reported indicators are presented separately under "Principles for calculating the key indicators".

## Third-party assurance

An independent third party, KPMG Oy Ab, has assured the numerical GRI disclosures for economic, social and environmental indicators, as well as General GRI disclosures 2-7, 2-21, 2-27 and 2-30. Information presented in the Value creation table and Performance in figures pages of the report have also been assured.

## Scope

This report covers the period from January 1, 2024 to December 12, 2024. The Annual report is published annually. The scope of consolidation of sustainability reporting is in principle the same as for the financial statements. Entities that are subsidiaries or controlled similarly to subsidiaries are fully included in the reporting scope. The scope of consolidation differs from the financial statements for joint operations, joint ventures and associates, including Martinez Renewables: they are excluded from sustainability reporting as they are outside

of Neste's operational control and hence treated as part of Neste's value chain and excluded from information related to Neste's own operations. Individual exceptions are communicated in connection with the relevant indicators. The reporting of safety information also covers service providers and contractors.

Our Annual review and Sustainability data package are available in English as a pdf-file at [neste.com/annual-report](https://neste.com/annual-report). The Review by the Board of Directors, which includes Sustainability statement, along with separate sections for Governance and Financial statements, are available also in Finnish.



# Value creation

## Input

	Indirect	Direct
<b>Economic/Governance</b>	<ul style="list-style-type: none"> <li>Number of suppliers in                             <ul style="list-style-type: none"> <li>» Renewable Products 624</li> <li>» Oil Products 103 <sup>1)</sup></li> <li>» Indirect procurement 6,143</li> </ul> </li> <li>Coverage of Neste Supplier Code of Conduct or equivalent:                             <ul style="list-style-type: none"> <li>» renewable and recycled raw material volumes 100%</li> <li>» crude oil and fossil raw material volumes 81%</li> <li>» overall indirect contracted spend 91%</li> </ul> </li> <li>Operations in 16 countries</li> <li>Production in 3 countries</li> </ul>	<ul style="list-style-type: none"> <li>Total equity MEUR 7,417</li> <li>R&amp;D expenditure MEUR 86</li> <li>Interest-bearing net debt MEUR 4,192</li> <li>Material and services MEUR 18,388</li> <li>Other expenses MEUR 706</li> <li>Indirect procurement spend MEUR 4,090</li> <li>Cash-out investments MEUR 1,566</li> <li>Renewable raw material inputs 4.3 Mt</li> <li>Fossil raw material inputs 11.3 Mt</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>100% of Neste's new renewable raw material suppliers and 100% of new fossil raw material suppliers screened using social criteria</li> </ul>	<ul style="list-style-type: none"> <li>Highly skilled employees                             <ul style="list-style-type: none"> <li>» Number of employees 5,876 <sup>3)</sup></li> <li>» Hiring rate of permanent employees 7.4%</li> <li>» Leaving rate of permanent employees 17.2% <sup>4)</sup></li> <li>» 215 summer trainees in 2024</li> <li>» Recorded average training hours per FTE 18.5 <sup>5)</sup></li> </ul> </li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>100% of our PFAD <sup>9)</sup> supply chain is mapped to palm oil mills and 90% to plantations</li> <li>Scope 3 emissions from upstream value chain 8.6 MtCO<sub>2</sub>e</li> <li>Scope 2 emissions from purchased energy 0.4 MtCO<sub>2</sub>e</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of waste and residues of Neste's global renewable raw material inputs 3.9 Mt, 90% of the total renewable feedstock <sup>10)</sup></li> <li>Water withdrawal 8,761,000 m<sup>3</sup>/a</li> <li>Energy saving measures 43.8 GWh</li> <li>Energy consumption 12.3 TWh, of which 20 % renewable energy</li> </ul>

**We provide value for society by developing renewable, lower-emission solutions for transportation, aviation, marine and other industrial uses, as well as renewable and circular solutions for the chemical and plastics industries.**



**Our sustainability vision is a carbon-neutral and nature-positive value chain by 2040, which can be achieved in collaboration with our customers and partners.**

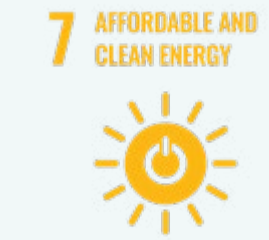
## Output

	Direct	Indirect	Outcome
<b>Impact</b>	<ul style="list-style-type: none"> <li>Market cap MEUR 9,331 (at the end of 2024)</li> <li>Comparable EBITDA MEUR 1,252</li> <li>Comparable ROACE 2.5%</li> <li>Dividends MEUR 154 from 2024</li> <li>Revenue MEUR 20,635</li> <li>Share of Clean Revenue 35.8% <sup>2)</sup></li> <li>Share of Clean Investments 66.6% <sup>2)</sup></li> <li>Economic value retained MEUR 607</li> <li>Renewable Diesel sales 3.2 Mt</li> <li>Sustainable Aviation Fuel sales 0.4 Mt</li> <li>Sales from in-house production, Oil Products 10.1 Mt</li> <li>929 service stations in 4 countries</li> <li>Oil Products and Renewable Products in the wholesale market sold in 41 countries to approx. 257 customers</li> </ul>	<ul style="list-style-type: none"> <li>Taxes borne and collected by Neste MEUR 3,371</li> <li>New business opportunities</li> <li>Renewables help customers reduce GHG emissions, reduce their reliance on fossil resources</li> <li>M&amp;S B2B Customer satisfaction: Net Promoter Score (NPS) 48</li> </ul>	<ul style="list-style-type: none"> <li>Creating new jobs and supporting the existing ones in the company's value chains</li> <li>Redirecting customer behavior toward more sustainable solutions</li> <li>Supporting the development of customers' brand value and brand awareness</li> <li>Influencing operating environment and regulation</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Wages and salaries MEUR 472</li> <li>Other personnel expenses MEUR 110 including training costs MEUR 4</li> <li>68.7% men and 31.3% women</li> <li>3/9 members of the Board of Directors and 1/9 members of the Neste Leadership Team are women <sup>6)</sup></li> <li>Employee safety TRIF 2.8 <sup>7)</sup></li> <li>Safe Days 278 <sup>8)</sup></li> </ul>	<ul style="list-style-type: none"> <li>Contractor TRIF 1.7</li> <li>Donations and sponsorship MEUR 0.9</li> <li>Number of Neste employees, who participated in voluntary work 394</li> </ul>	<ul style="list-style-type: none"> <li>Supporting social development and the services societies provide in countries of operation</li> <li>Enhancing competitiveness of employees in the labor market</li> <li>Wellbeing and safety of employees and suppliers</li> <li>Securing human and labor rights</li> <li>Improving gender equality</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Waste generated 252,500 t of which 25% recovered or recycled</li> <li>Water discharge 9,050,000 m<sup>3</sup>/a</li> <li>Scope 1, direct emissions 2.3 MtCO<sub>2</sub>e</li> </ul>	<ul style="list-style-type: none"> <li>Scope 3 emissions from downstream value chain 47.9 Mt CO<sub>2</sub>e</li> <li>12.1 Mt of GHG emissions reduced with Neste's renewable products <sup>11)</sup></li> <li>Neste's renewable and circular solutions helped replace 4.0 Mt of non-renewable resources in transport, aviation and polymers and chemicals sectors <sup>11)</sup></li> </ul>	<ul style="list-style-type: none"> <li>Mitigating climate change by replacing fossil raw materials use with more sustainable alternatives</li> <li>Preventing deforestation</li> <li>Contributing to circular economy and tackling the plastic waste challenge by developing chemical recycling technologies</li> </ul>

<sup>1)</sup> Includes natural gas and industrial gas suppliers. <sup>2)</sup> See Principles for calculating the key indicators. <sup>3)</sup> Annual average number of employees. <sup>4)</sup> Leaving rate affected by organizational change. <sup>5)</sup> Full-time equivalent (FTE). <sup>6)</sup> Neste Leadership Team and former Executive Committee members as of 31 Dec 2024. <sup>7)</sup> Total Recordable Injury Frequency. <sup>8)</sup> A day without a TRI accident, process safety events, fire or ignition, breach of environmental permit, or traffic accident. <sup>9)</sup> Palm fatty acid distillate. <sup>10)</sup> The volumes are presented in millions of tons. The share of the volumes are calculated from exact figures, and the rounded figures presented may deviate from the share of volumes disclosed. <sup>11)</sup> Compared to fossil fuel. Calculation principles can be found on [page 59](#)

# Performance in Figures Climate and the environment

Related priority SDGs



## Climate targets and indicators

	2024	2023	2022
Reduce Neste's customers' greenhouse gas emissions by at least 20 million tons annually by 2030 with renewable and circular solutions			
Reduced GHG emissions by Neste customers with Neste's products during the reporting year (compared to fossil fuel), MtCO <sub>2</sub> e <sup>1)</sup>	12.1	11	11.1
Reduce GHG emissions in Neste's own production by 50% by 2030			
Absolute scope 1 & 2 GHG emissions, MtCO <sub>2</sub> e <sup>2)</sup>	2.7	2.8	2.5
Reduce the use phase emission intensity of sold products by 50% by 2040 compared to 2020 levels			
Use phase emission intensity, gCO <sub>2</sub> e/MJ <sup>3)</sup>	54	58	57

## Related reporting frameworks

	2024	2023	2022	ESRS	GRI
<b>Emissions into the air, tons</b>					
Direct GHG emissions (scope 1) <sup>2)</sup>	2,290,000	2,291,000	2,075,000	X	X
Scope 1 GHG emissions from regulated emission trading schemes (%)	94	90	98	X	
Indirect GHG emissions (scope 2, location-based) <sup>2)</sup>	470,000	503,000	427,000	X	X
Indirect GHG emissions (scope 2, market-based) <sup>2)</sup>	393,000	463,000	391,000	X	X
Other indirect GHG emissions (scope 3) <sup>2)</sup>	56,490,000	58,000,000	42,000,000	X	X
Purchased goods and services	7,390,000	5,800,000	5,000,000	X	X
Fuel- and energy-related activities	100,000	<50,000	<50,000	X	X
Upstream transportation and distribution <sup>4)</sup>	820,000	2,000,000	900,000	X	X
Waste generated in operations	310,000	400,000	400,000	X	X
Downstream transportation and distribution <sup>5)</sup>	720,000	700,000	700,000	X	X
Use of sold products	45,070,000	47,700,000	33,600,000	X	X
End-of-life treatment of sold products	900,000	1,100,000	1,100,000	X	X
Investments	1,180,000	-	-	X	X
VOC	3,540 <sup>6)</sup>	2,380	3,160		X
NOX	1,170	1,210	1,150		X
SO <sub>2</sub>	1,570	2,470	2,430		X
Particulate matter	67	72	78		X

<sup>1)</sup> Calculation principles can be found on page 59. Includes deliveries from the joint operation Martinez Renewables.

<sup>2)</sup> Scope of reporting aligned with the European Sustainability Reporting Standards (ESRS). 2024 data is not comparable with 2022 and 2023 disclosures.

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

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

<sup>5)</sup> Part of downstream transportation emissions are accounted in category 4.

<sup>6)</sup> Increase due to new calculation method for the integrated refinery in Singapore.



## Performance in Figures Climate and the environment

				Related reporting frameworks	
	2024	2023	2022	ESRS	GRI
<b>Energy use</b>					
Total energy consumption, MWh <sup>2)</sup>	12,272,000	12,600,000	10,900,000	X	X
Share of fossil sources in total energy consumption, %	80	-	-	X	X
Share of consumption from nuclear sources in total energy consumption, %	0	-	-	X	X
Share of renewable sources in total energy consumption, %	20	16	18	X	X
Total energy consumption per net revenue, GWh/MEUR <sup>2)</sup>	0.6	0.6	0.4	X	X
Energy efficiency, energy saving measures, GWh	43.8	27.2	42.6		
<b>Water, m<sup>3</sup>/a</b>					
Total water withdrawal by source	8,761,000	9,402,000	8,788,000		X
Process water & other water use					X
Surface water	7,489,000	8,485,000	7,839,000		X
Third-party water (municipal)	1,271,000	917,000	949,000		X
Total water discharge by destination	9,050,000	8,720,000	7,899,000		X
Surface water	147,000	148,000	141,000		X
Seawater	8,102,000	8,024,000	7,241,000		X
Third-party water (municipal)	800,000	548,000	517,000		X
<b>Effluents to water, tons</b>					
Effluents of oil to water	2.3	1.8	1.4		
Chemical oxygen demand	190	235 <sup>7)</sup>	175 <sup>7)</sup>		
Effluents of nitrogen to water	15	18	19		
Effluents of phosphorus to water	1.6	1.2 <sup>7)</sup>	1.4 <sup>7)</sup>		

<sup>2)</sup> Scope of reporting aligned with the European Sustainability Reporting Standards (ESRS). 2024 data is not comparable with 2022 and 2023 disclosures.

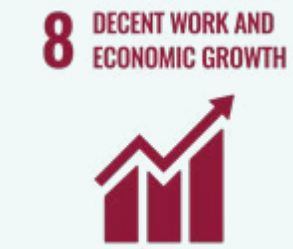
<sup>7)</sup> Figure revised.

Calculation principles can be found on [page 59](#).

				Related reporting frameworks	
	2024	2023	2022	ESRS	GRI
<b>Waste generated, tons</b>					
Non-hazardous	52,600	71,200	35,000		X
Preparation for reuse	1,500	1,400	150		X
Recycling	23,200	170	3,000		X
Other recovery operations	22,800	63,800	23,000		X
Incineration (with energy recovery)	2,200	2,200	2,000		X
Incineration (without energy recovery)	200	320	550		X
Landfill	2,200	3,300	4,300		X
Other disposal operations	400	40	2,000		X
Hazardous	199,900	230,000	259,000		X
Preparation for reuse	1,600	1,400	160		X
Recycling	11,200	5,800	7,300		X
Other recovery operations	2,800	14,200	4,500		X
Incineration (with energy recovery)	92,200	87,800	70,700		X
Incineration (without energy recovery)	7,300	5,200	3,000		X
Landfill	1,000	4,700	11,500		X
Other disposal operations	84,000	111,000	162,000		X
<b>Environmental safety</b>					
Emission limits and overruns: Deviations from environmental permits	Permit violations: 15, of which 3 in OP, 11 in RP, and 1 in M&S	Permit violations: 13, of which 6 in OP, 6 in RP, and 1 in M&S	Permit violations: 3, of which 2 in OP, and 1 in RP		
Number and magnitude of significant releases	6 pc / 1,674 m <sup>3</sup>	1pc / 60 m <sup>3</sup>	3 pc / 1146 m <sup>3</sup>		X
Availability of pollution prevention technology on average at refineries, terminals and retail sites, %	92	91	98		

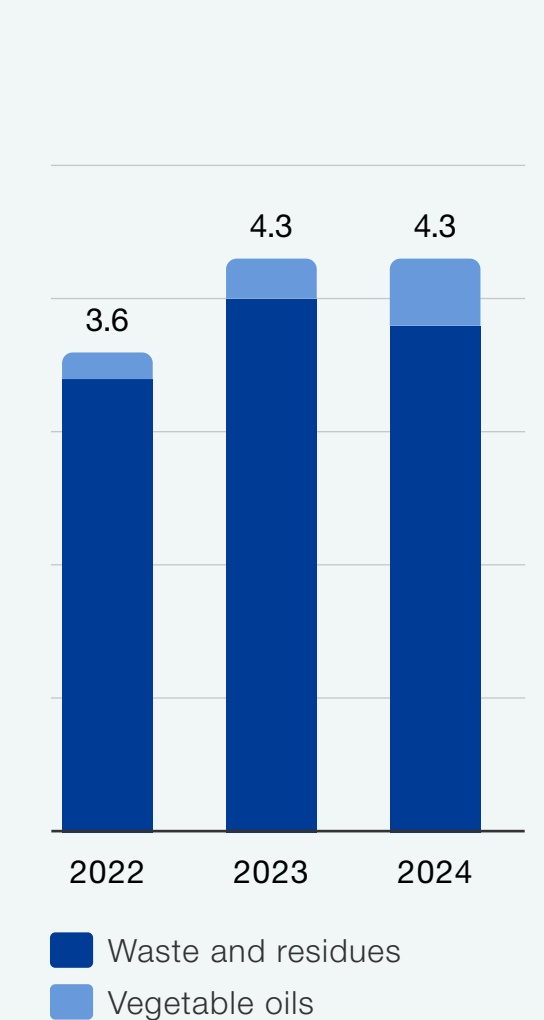
# Performance in Figures Supply chain and raw materials

Related priority SDGs

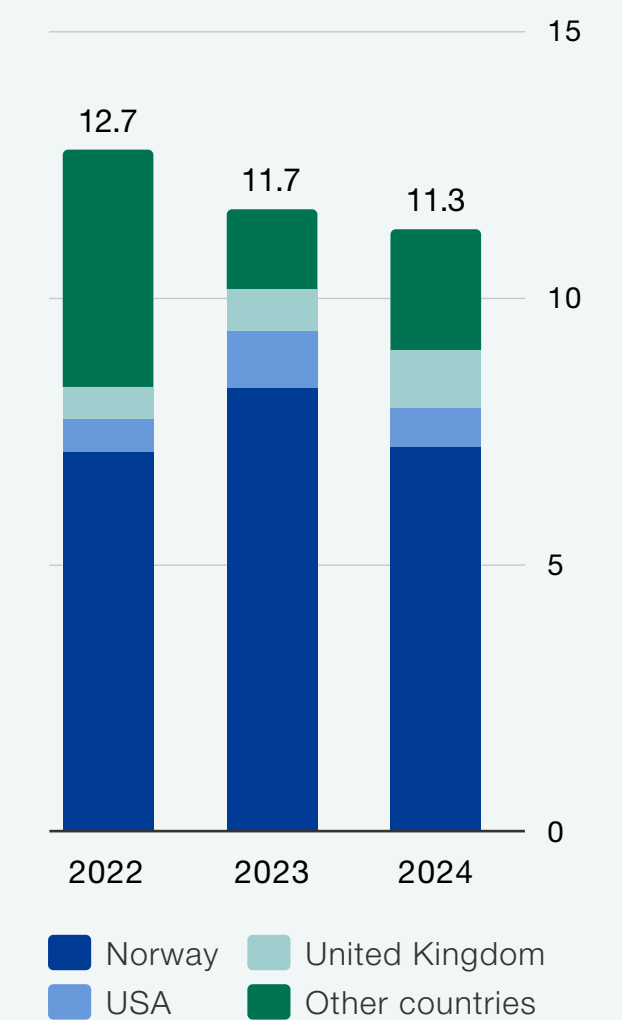


Supply chain and raw materials	2024	2023	2022
Business partners who have committed to Neste's minimum sustainability requirements covered in the Supplier Code of Conduct or equivalent <sup>1)</sup>	100% of the renewable and recycled raw material volumes, 81% of the crude oil and fossil raw materials volumes and 91% of overall indirect contracted spend	100% of the renewable raw material volumes, 86% of the crude oil and fossil raw materials volumes and 91% of overall indirect contracted spend	99% of the renewable raw material volumes, 84% of the crude oil and fossil raw materials volumes and 73% of overall indirect contracted spend
Renewable raw material inputs globally, Mt <sup>2)</sup>	4.3	4.3	3.6
Share and use of waste and residues of global renewable raw material inputs <sup>2)</sup>	90% 3.9 Mt	92% 4.0 Mt	95% 3.4 Mt
Amount of non-renewable resource use that Neste's renewable and circular solutions helped replace in transport, aviation and polymers and chemicals sectors, Mt <sup>3)</sup>	4.0	3.0	3.1
Number of all renewable raw material suppliers	624	614	557
Number of renewable raw material suppliers' sustainability assessments and their outcome <sup>4)</sup>	Total: 222 New approved suppliers: 104 All approved: 170 Pending: 48 Rejected: 4	Total: 388 New approved suppliers: 249 All approved: 279 Pending: 102 Rejected: 7	Total: 325 New approved suppliers: 223 All approved: 236 Pending: 74 Rejected: 15
Number of fossil raw material suppliers sustainability assessments	36	46	24
Number of sustainability audits conducted	141	154	118
Crude oil and fossil raw material sources by region, Mt	11.3	11.7	12.7
Norway	7.2	8.3	7.1
United Kingdom	1.1	0.8	0.6
USA	0.8	1.1	0.6
Other countries	2.3	1.5	4.5

Renewable raw material inputs, million tons <sup>9)</sup>



Crude oil and Fossil raw material sources by region, million tons



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

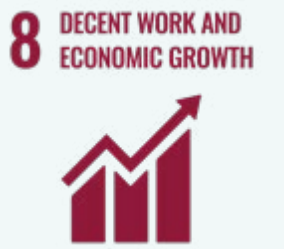
<sup>2)</sup> The volumes are presented in millions of tons. The share of the volumes are calculated from exact figures and consequently the rounded figures presented may deviate from the share of volumes disclosed. Includes Neste's share of raw material inputs for Martinez Renewables joint operation,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

<sup>3)</sup> Calculation principles can be found on page 59.

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

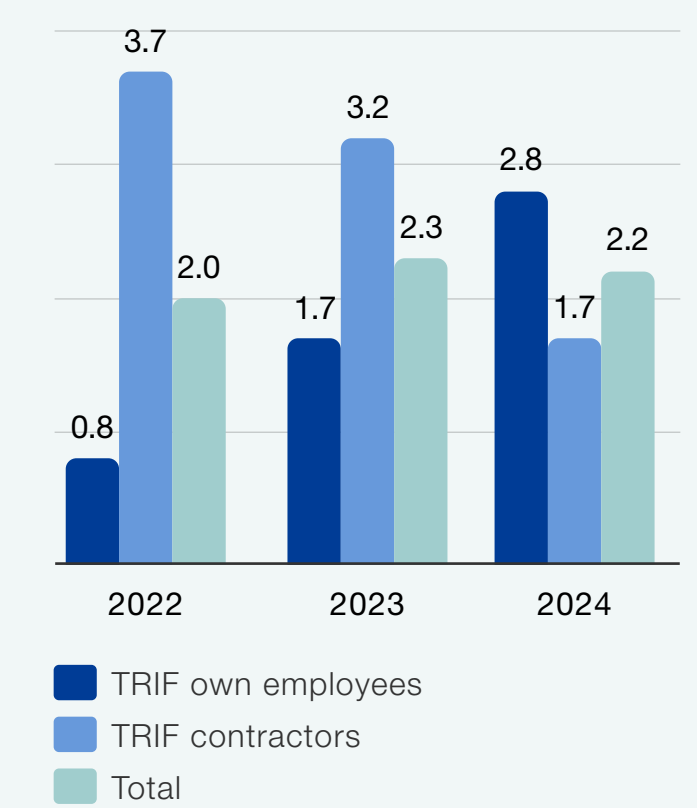
# Performance in Figures **Safety**

Related priority SDGs

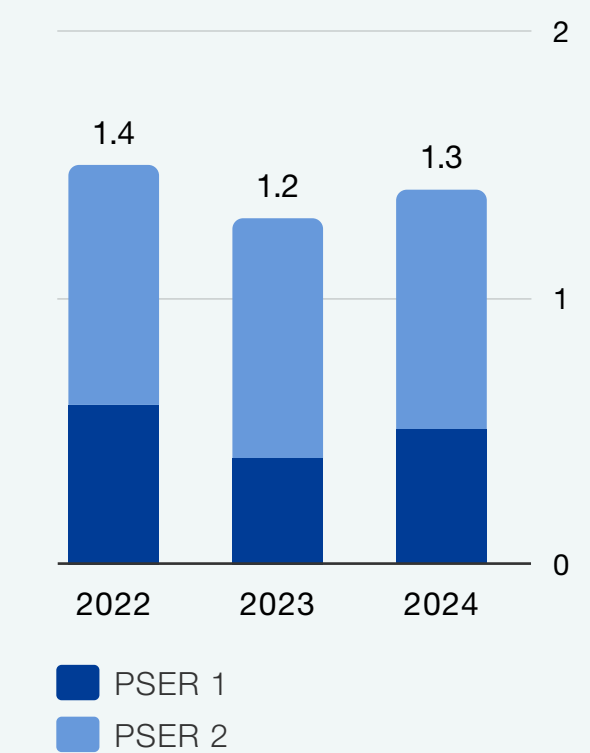


Safety	2024	2023	2022	Related reporting frameworks	
				ESRS	GRI
Total recordable injury frequency (TRIF) total <sup>1)</sup>	2.2	2.3	2.0		
TRIF own employees	2.8	1.7	0.8	X	X
TRIF contractors	1.7	3.2	3.7		X
Lost workday injury frequency (LWIF) total	1.4	1.8	1.9		
LWIF own employees	1.7	1.1	0.7		
LWIF contractors	1.2	2.8	3.6		
Process safety event rate (PSER) total	1.3	1.2	1.4		
PSER 1	0.5	0.4	0.6		
PSER 2	0.9	0.9	0.9		
Safe Days <sup>2)</sup>	278	278	314		
Fatalities	0	0	0	X	X

**Total recordable injury frequency (TRIF)**



**Process safety event rate (PSER)**

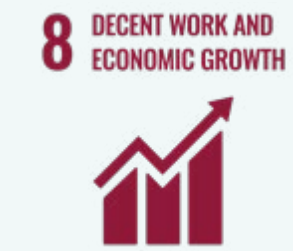


<sup>1)</sup> Total Recordable Incident Frequency, number of cases per million hours worked. Includes both Neste's and contractors' personnel, except for Demeter, Walco and SeQuential, and green-field expansion projects, which were internally reported and followed up separately in 2024.

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

# Performance in Figures People

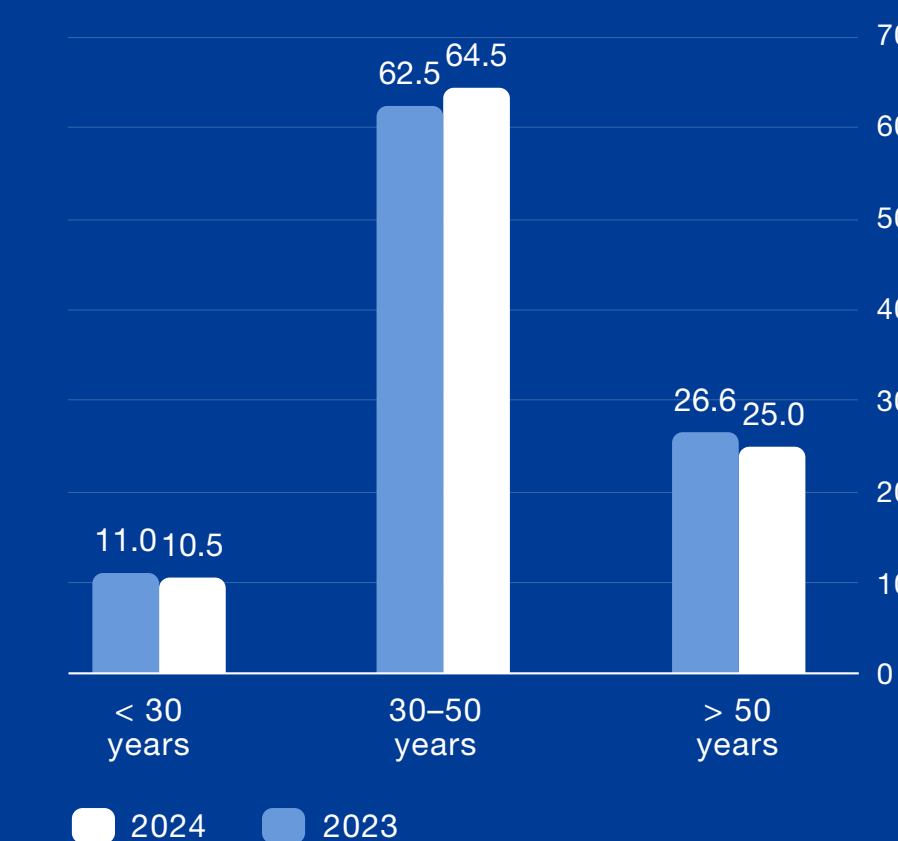
Related priority SDGs



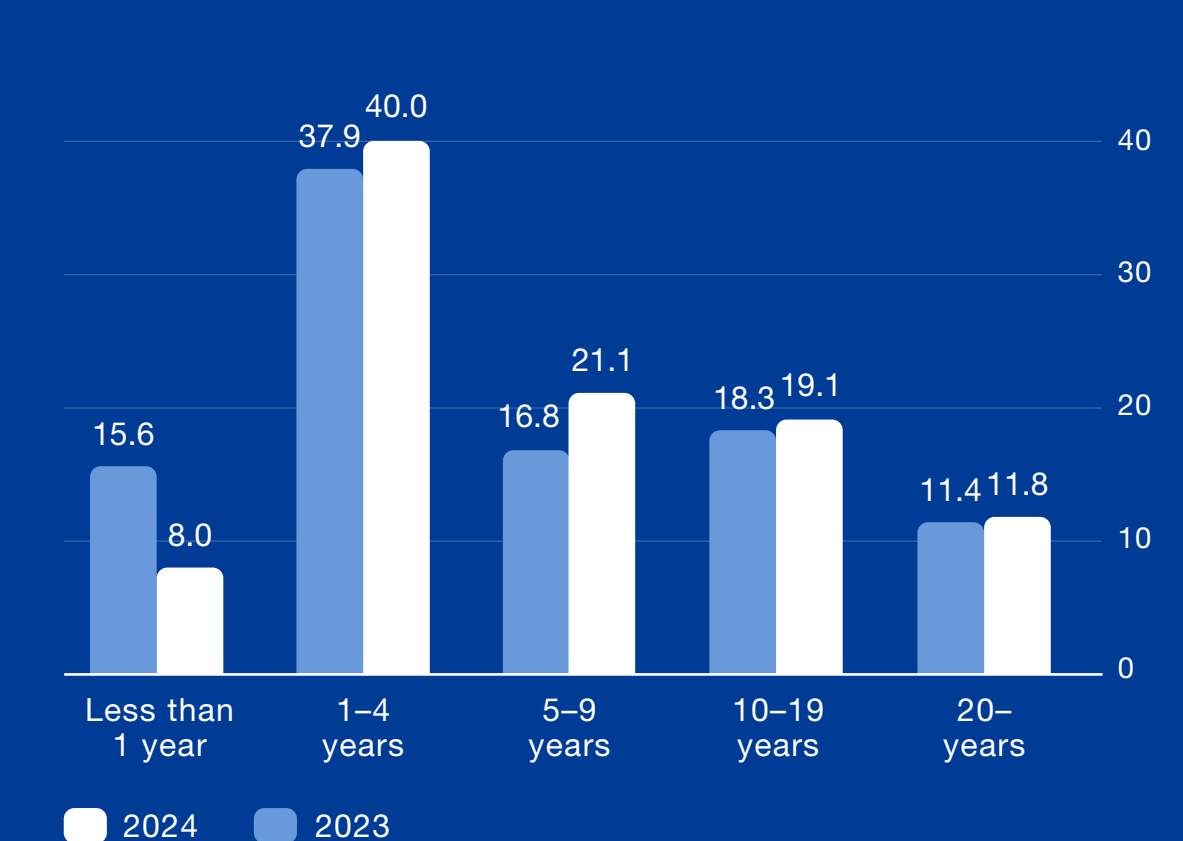
Our people	2024	(2023)
Employee engagement	Employee engagement score 53 <sup>1)</sup> (70). 74% (82%) said their team has everything they need be safe at work, 74% (83%) felt comfortable being themselves at work.	
Response rate to employee engagement survey, %	77	(84)
Hiring rate of permanent employees, %	7.4	(15.3)
Leaving rate of permanent employees, %	17.2 <sup>2)</sup>	(9.6)
Recorded average training hours per FTE	18.5	(27.2)
Multi-country teams, %	23	(18)

<sup>1)</sup> Due to major organizational changes no broader engagement survey was conducted in 2024. Instead, one shorter employee pulse survey with a limited number of questions was conducted.  
<sup>2)</sup> Leaving rate affected by organizational change.

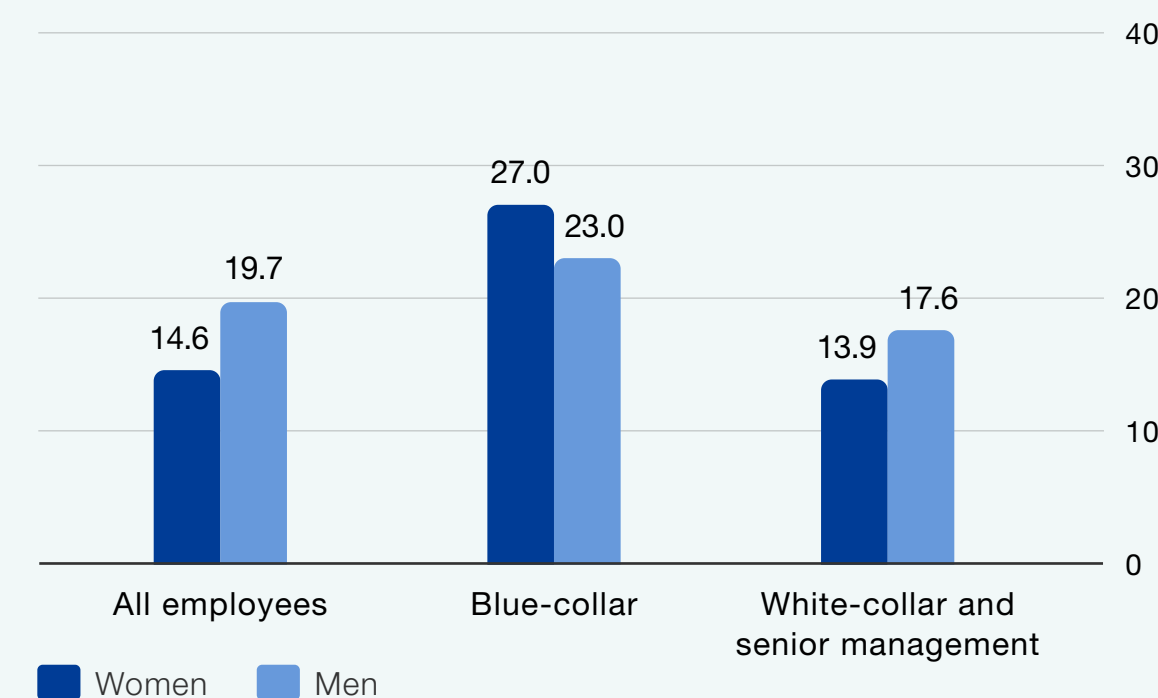
## Employee breakdown by age as of 31 December 2024, %



## Employment length of employees as of 31 December 2024, %

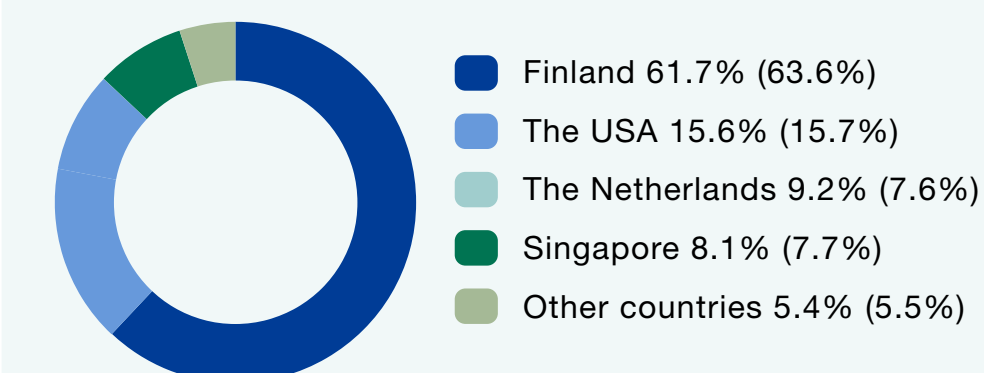


## Average training hours per employee as of 31 December 2024, %

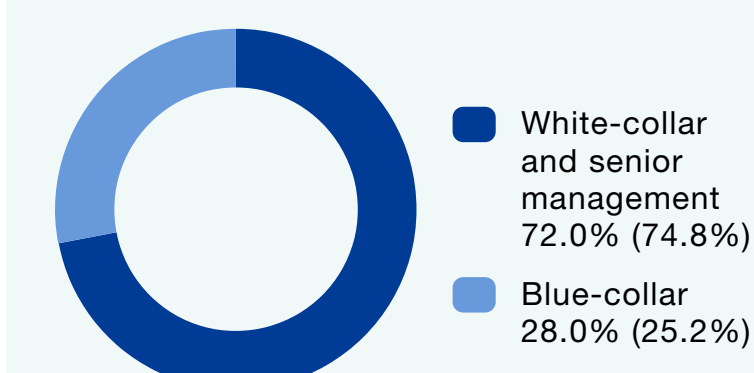


Average number of personnel <sup>3)</sup> **5,876** (6,018)

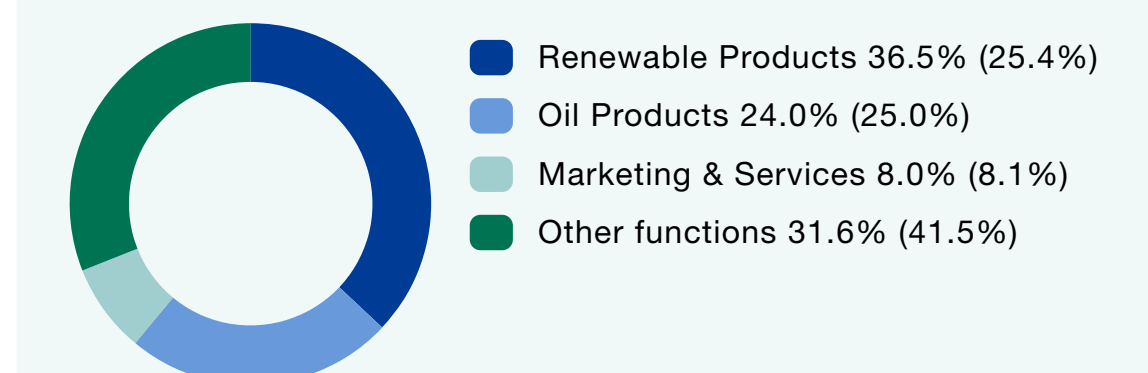
## Personnel by country as of 31 December 2024, %



## Personnel by personnel group as of 31 December 2024, %



## Personnel by segment as of 31 December 2024, %



<sup>3)</sup> The number in the Financial statements is reported as an average and does not include temporary hourly workers.

Scope of reporting aligned with the European Sustainability Reporting Standards (ESRS). 2024 data is not fully comparable with 2023 disclosures.

# Performance in Figures People

Employee distribution and turnover as of 31 December 2024, %

	Total		Finland		USA		Singapore		The Netherlands		Other countries	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
<b>All employees</b>	31.3	68.7	34.1	65.9	22.8	77.2	30.6	69.4	17.0	83.0	49.2	50.8
under 30	3.7	6.8	4.5	6.9	2.0	7.2	2.7	6.0	2.0	7.6	5.3	3.6
30–50	20.3	44.1	21.5	42.2	15.1	44.8	23.7	52.3	11.6	51.7	32.3	38.9
over 50	7.2	17.8	8.1	16.8	5.8	25.2	4.2	11.1	3.5	23.7	11.6	8.3
<b>Hiring rate of permanent employees, all</b>	5.1	8.4	2.1	2.5	9.1	18.8	5.9	10.3	12.8	20.4	17.9	9.9
<b>Proportion of permanent hires</b>	21.8	78.3	30.8	69.2	12.5	87.5	20.0	80.0	11.3	88.7	63.4	36.6
under 30	20.8	45.1	22.2	43.5	15.1	44.8	24.0	52.9	11.4	52.0	32.7	39.7
30–50	3.2	5.8	3.6	5.3	2.0	7.2	2.7	6.1	2.0	7.7	4.7	3.4
over 50	7.3	17.9	8.4	17.1	5.8	25.2	3.8	10.5	3.5	23.4	11.5	8.1
<b>Leaving rate of permanent employees, all</b>	19.6	16.1	21.3	14.7	17.7	27.1	8.8	10.3	14.0	6.6	22.8	25.7
<b>Proportion of permanent leavers</b>	35.6	64.5	42.8	57.2	16.1	83.9	27.3	72.7	30.0	70.0	45.8	54.2
under 30	3.2	5.8	3.6	5.3	2.0	7.2	2.7	6.1	2.0	7.7	4.7	3.4
30–50	20.8	45.1	22.2	43.5	15.1	44.8	24.0	52.9	11.4	52.0	32.7	39.7
over 50	7.3	17.9	8.4	17.1	5.8	25.2	3.8	10.5	3.5	23.4	11.5	8.1
<b>Permanent employees</b>	29.4	59.1	32.8	63.3	16.7	26.7	30.2	68.7	16.8	82.6	47.9	50.2
<b>Temporary employees</b>	0.7	1.0	0.8	1.5	0.0	0.0	0.4	0.7	0.2	0.4	1.3	0.0
<b>Non-guaranteed hours employees</b>	1.2	8.6	0.4	1.1	6.1	50.6	0.0	0.0	0.0	0.0	0.0	0.7
<b>Full-time employees</b>	29.6	67.0	31.8	63.6	22.8	77.2	30.6	69.4	13.9	80.2	48.2	50.2
<b>Part-time employees</b>	1.7	1.7	2.2	2.4	0.0	0.0	0.0	0.0	3.1	2.7	1.0	0.7

Information on employees and governance bodies by gender ratio as of 31 December 2024, %

	Women		Men	
	2024	2023	2024	2023
All employees	31.3	32.6	68.7	67.4
Blue-collar	5.7	5.5	94.3	94.5
White-collar and senior management	41.2	41.7	58.8	58.3
Managers	29.3	33.3	70.7	66.7
Senior managers	35.7	28.7	64.3	71.3
Neste Leadership Team <sup>1)</sup>	11.1	33.3	88.9	66.7
Board of Directors	33.3	25.0	66.7	75.0
Permanent	29.4	32.1	59.1	66.7
Temporary	0.6	0.5	1.0	0.7
Non-guaranteed hours employees	1.2	-	8.6	-
Full-time	29.6	31.4	67.0	66.6
Part-time	1.7	1.3	1.7	0.8

<sup>1)</sup> Neste Leadership Team and former Executive Committee members as of 31 Dec 2024

Scope of reporting aligned with the European Sustainability Reporting Standards (ESRS). 2024 data is not fully comparable with 2023 disclosures.

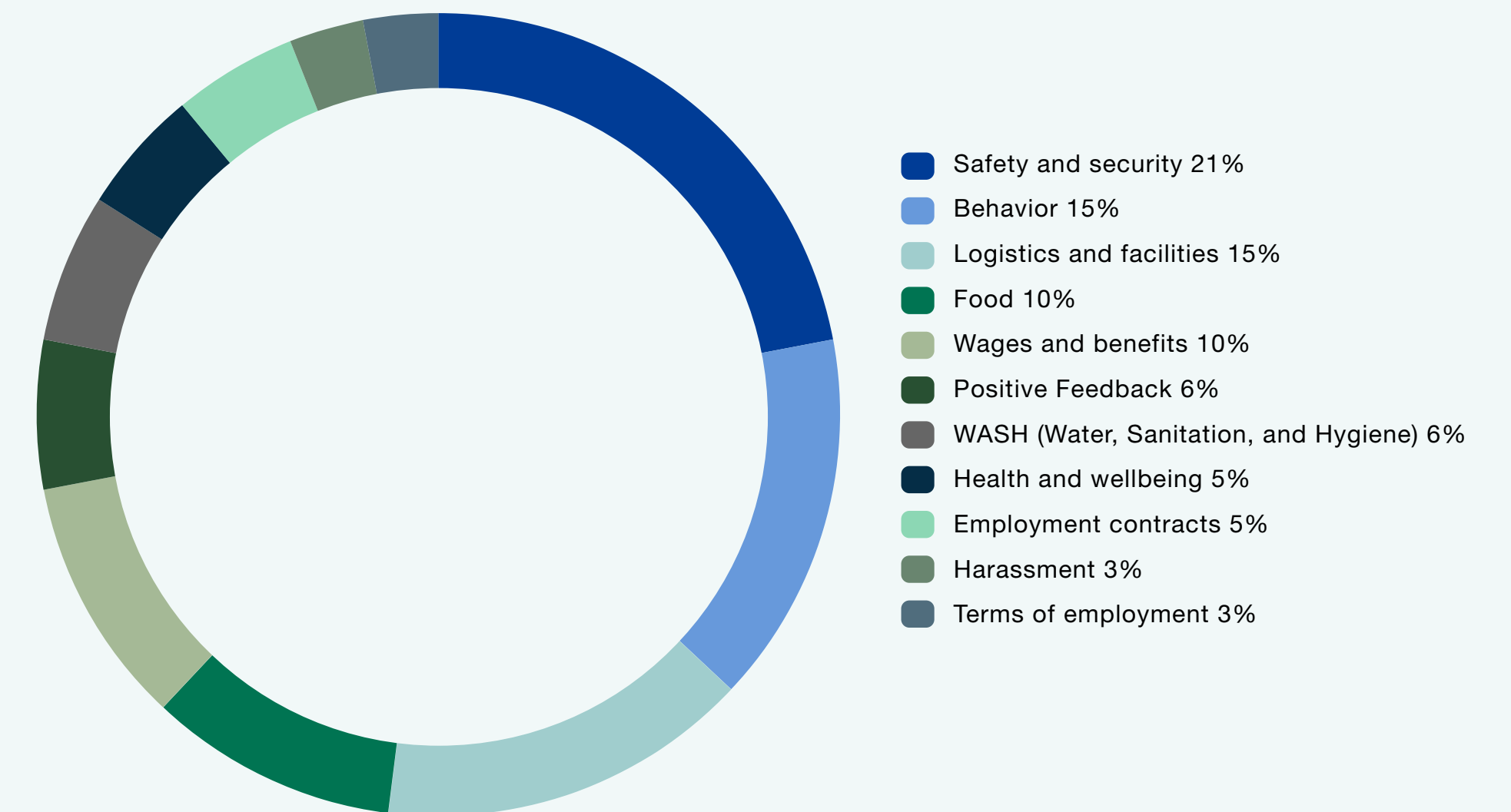
# Performance in Figures Human rights and compliance

Related priority SDGs



Human rights	2024 (2023)
Human Rights Due Diligence (HRDD) <sup>1)</sup> carried out for key business areas/ functions.	Four major assessments/initiatives undertaken in 2024: 1) Corporate-wide assessment to review Neste's salient issues and mitigation actions. 2) Human rights impact & risk assessment completed for the potential construction and operation of a new unit at Porvoo Refinery. 3) Human rights due diligence assessments completed for Neste-owned terminals in Finland, Rotterdam and Baltics. 4) Living wage gap assessments completed for Neste's own employees globally.
HRDD maturity level for Neste own operations using the Consumer Goods Forum HRC assessment framework and KPIs. <sup>2)</sup>	33% of the "Leadership" maturity level achieved in 2024
Employee training on modern slavery and human rights policies and procedures	478 (1,667) of Neste employees, including 67% (86%) of new employees hired, received training on forced labor and vulnerability groups, as well as Neste's human rights policies and processes, through the company's Code of Conduct e-learning during 2024.
Governance and compliance	
Number of suspected misconducts reported in person or via the whistleblowing system to the Investigations Group	Number of suspected misconducts reported in person or via the available reporting channels including EthicsOnline to the Investigation Group was in total 57 (numerous reports concerning same issue) of which employment matters 21 (10) reports, health & safety 7 (0), conflict of interest 7 (3), inappropriate behavior 5 (2), supplier/business partner misconduct/unethical behavior 5 (4), discrimination and harassment 3 (6), misuse of sensitive information 3 (0), other 2 (0), fraud 1 (3), unethical conduct towards clients/suppliers/ business contacts 1 (1), theft, asset misuse, embezzlement 1 (0), bribery, corruption, facilitation payment 1 (0). Misconduct by Neste employees confirmed in 9 (5) cases, related to conflict of interest, attempted fraud, misuse of sensitive information, breach of internal rules, leadership behaviour and/or inappropriate behavior. All leading to further actions and/or process improvements. 1 investigation is pending. The confirmed cases of misconduct were not related to corruption, bribery or facilitation payments. Renewable raw material Supply chain related external grievances are reported separately by the Sustainability team on the Neste website.
Code of Conduct e-learnings completed, amount and rate	94%, including new joiners, have completed the Neste Code of Conduct e-learning course. <sup>3)</sup>

Complaints received through site-level We Care Channels For third-party workers at Neste refineries as of 31 December 2024, %



In 2024, 78 complaints were received via site-level We Care Channels for third-party workers at Neste refineries in Porvoo, Rotterdam and Singapore. Neste takes all complaints seriously and investigates all cases. All channels can be used anonymously and complaints are handled confidentially and without fear of retaliation.

<sup>1)</sup> HRDD refers to any activities carried out to identify, assess, address, prevent or mitigate forced labor risks, such as developing internal processes, carrying out impact assessments, risk mapping, gap assessments, etc  
<sup>2)</sup> The Consumer Goods Forum HRDD maturity assessments for Neste's own operations have three achievement levels: Launched, Established, and Leadership.  
<sup>3)</sup> Completions between 2021-2024 included. Mahoney and Walco excluded.

# GRI Content Index

Neste Oyj has reported the information cited in this GRI content index for the period 1 January–31 December 2024 with reference to the GRI Standards.

GRI Standards Disclosure	Location in the report or our webpage	Reporting (R) / Omission (O)	Oil&Gas Sector Standard REF #
GRI 1: Foundation 2021			
GRI 11: Oil and Gas Sector 2021			
GRI 2: General Disclosures 2021			
1. The organization and its reporting practices			
2-1 Organizational details	<a href="#">243</a>	HQ in Espoo, Finland. Countries of operation: Finland, Australia, Belgium, China, Estonia, Germany, India, Ireland, Latvia, Lithuania, the Netherlands, Singapore, Spain, Sweden, Switzerland, the U.S. (R)	
2-2 Entities included in the organization's sustainability reporting	<a href="#">38–39</a>		
2-3 Reporting period, frequency and contact point	<a href="#">38–39</a> <a href="#">Safety and Environment contacts</a>		
2-4 Restatements of information	<a href="#">38–39</a>		
2-5 External assurance	<a href="#">61–62</a>		
2. Activities and workers			
2-6 Activities, value chain and other business relationships	<a href="#">28–31</a> , <a href="#">98</a> , <a href="#">103–104</a>		
2-7 Employees	<a href="#">104</a> , <a href="#">135–136</a>		
3. Governance			
2-9 Governance structure and composition	<a href="#">64–72</a> , <a href="#">101–102</a>		
2-10 Nomination and selection of the highest governance body	<a href="#">64–67</a> , <a href="#">101–102</a>		
2-11 Chair of the highest governance body	<a href="#">68–69</a>		
2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">101–102</a>		
2-13 Delegation of responsibility for managing impacts	<a href="#">101–102</a>		
2-14 Role of the highest governance body in sustainability reporting	<a href="#">65</a> , <a href="#">72</a> , <a href="#">101–102</a>		
2-15 Conflicts of interest	<a href="#">67</a>		
2-16 Communication of critical concerns	<a href="#">101–102</a>		
2-17 Collective knowledge of the highest governance body	<a href="#">101–102</a>		
2-18 Evaluation of the performance of the highest governance body	<a href="#">67</a>		
2-19 Remuneration policies	<a href="#">84–88</a> , <a href="#">102</a>		
2-20 Process to determine remuneration	<a href="#">65</a> , <a href="#">85–86</a>		
2-21 Annual total compensation ratio	<a href="#">89</a>	Neste reports the average total compensation for employees and the total compensation of the CEO. (O)	

GRI Standards Disclosure		Location in the report or our webpage	Reporting (R) / Omission (O)	Oil&Gas Sector Standard REF #
4. Strategy, policies and practices				
2-22	Statement on sustainable development strategy	<a href="#">6-7</a>		
2-23	Policy commitments	<a href="#">109</a> , <a href="#">118-119</a> , <a href="#">124-125</a> , <a href="#">128</a> , <a href="#">130</a> , <a href="#">132-133</a> , <a href="#">137-138</a> , <a href="#">141-142</a> <a href="#">Neste Policies and Principles</a>		
2-24	Embedding policy commitments	<a href="#">109</a> , <a href="#">118-119</a> , <a href="#">124-125</a> , <a href="#">128</a> , <a href="#">130</a> , <a href="#">132-133</a> , <a href="#">137-138</a> , <a href="#">141-142</a> <a href="#">Neste Policies and Principles</a>		
2-25	Processes to remediate negative impacts	<a href="#">26</a> , <a href="#">133-143</a> , <a href="#">139-140</a> , <a href="#">141-142</a>		
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">74-75</a> , <a href="#">133-134</a> , <a href="#">139-140</a> , <a href="#">141-142</a>		
2-27	Compliance with laws and regulations	<a href="#">36</a>		
2-28	Membership associations	<a href="#">105-106</a> <a href="#">Memberships and engagements</a>		
5. Stakeholder engagement				
2-29	Approach to stakeholder engagement	<a href="#">105-106</a>		
2-30	Collective bargaining agreements		3,608 persons, 65%. In addition to complying with local legal requirements, Neste is committed to respecting the internationally recognized human and labor rights and ensuring fair terms of employment for all employees, as set out in the Neste Code of Conduct and Human Rights Principle. (R)	
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	<a href="#">39</a> , <a href="#">108-109</a>		
3-2	List of material topics	<a href="#">39</a> , <a href="#">107</a>		
3-3	Management of material topics	<a href="#">116-121</a> , <a href="#">124-125</a> , <a href="#">127-129</a> , <a href="#">130-131</a> , <a href="#">132-134</a> , <a href="#">137-140</a> , <a href="#">142-143</a>		<a href="#">11.1.1</a> , <a href="#">11.2.1</a> , <a href="#">11.3.1</a> , <a href="#">11.4.1</a> , <a href="#">11.5.1</a> , <a href="#">11.6.1</a> , <a href="#">11.7.1</a> , <a href="#">11.8.1</a> , <a href="#">11.9.1</a> , <a href="#">11.10.1</a> , <a href="#">11.11.1</a> , <a href="#">11.12.1</a> , <a href="#">11.13.1</a> , <a href="#">11.14.1</a> , <a href="#">11.15.1</a> , <a href="#">11.17.1</a> , <a href="#">11.18.1</a> , <a href="#">11.19.1</a> , <a href="#">11.20.1</a> , <a href="#">11.21.1</a> , <a href="#">11.22.1</a>
GRI 200: Economic				
GRI 201: Economic Performance 2016				
201-1	Direct economic value generated and distributed	<a href="#">40</a> <a href="#">Economic Responsibility</a>		<a href="#">11.14.2</a> & <a href="#">11.21.2</a>
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">107-108</a> , <a href="#">117-118</a> , <a href="#">161</a>		<a href="#">11.2.2</a>
201-4	Financial assistance received from government	<a href="#">178</a>		<a href="#">11.21.3</a>



GRI Standards Disclosure		Location in the report or our webpage	Reporting (R) / Omission (O)	Oil&Gas Sector Standard REF #
GRI 203: Indirect Economic Impacts 2016				
203-2	Significant indirect economic impacts	<a href="#">40</a>		11.4.5 & 11.14.5
GRI 205: Anti-corruption 2016				
205-1	Operations assessed for risks related to corruption	<a href="#">141–142</a>	Neste regularly assesses its operations' risks including ia. risks of corruption and bribery. Numeric data not applicable. (R/O)	11.20.2
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">32</a> , <a href="#">141–142</a>	Neste Board Audit Committee receives regular updates on Neste compliance program and compliance activities, including such related to anti-corruption. All members of Neste Board of Directors have completed the Code of Conduct (CoC) e-learning. Neste's Anti-corruption Principle and related guidance is available in Neste's global intranet and further communicated and trained via anti-corruption e-learning issued regularly, latest in Q4 2024 to approximately 3,700 employees, and via regular newsletters. Leadership members and targeted employees are required to complete an Annual Compliance Acknowledgement confirming their compliance with i.a. the CoC and Anti-corruption Principle. Neste regularly raises awareness and trains on its Code of Conduct, including a Code of Conduct e-learning mandatory for all employees, of which the latest version was issued in 2021. The CoC e-learning is part of global induction training and therefore, the completion fluctuates. We also require our suppliers and other business partners to comply with applicable laws and expect them to follow equivalent ethical business standards as stated in the CoC (including zero tolerance to corruption), as further described in our Supplier Code of Conduct. We are continuously developing our anti-corruption training processes and aspire to extend the reporting with the remaining indicator requirements related to training when applicable. (R/O)	11.20.3
205-3	Confirmed incidents of corruption and actions taken	<a href="#">47</a>	No confirmed incidents during the reporting period. (R)	11.20.4
GRI 206: Anti-competitive Behaviour 2016				
206-1	Legal actions for anticompetitive behavior, anti-trust, and monopoly practices		No cases during the reporting period. (R)	11.19.2
GRI 207: Tax 2019				
207-1	Approach to tax	<a href="#">Neste's tax footprint</a>		11.21.4
207-2	Tax governance, control, and risk management	<a href="#">Neste's tax footprint</a>		11.21.5
207-3	Stakeholder engagement and management of concerns related to tax	<a href="#">Neste's tax footprint</a>		11.21.6
207-4	Country-by-country reporting	<a href="#">Neste's tax footprint</a>	Neste discloses tax information for countries representing 90% of the external revenue of the group. (O)	11.21.7
GRI 300: Environmental				
GRI 302: Energy 2016				
302-1	Energy consumption within the organization	<a href="#">42</a> , <a href="#">121–122</a>	Neste's reporting on energy consumption is aligned with the European Sustainability Reporting Standards and does not include disaggregated amounts of electricity, heating, cooling and steam consumed or sold. (R/O)	
302-3	Energy intensity	<a href="#">121</a> , <a href="#">123</a>		11.1.4
302-4	Reduction of energy consumption	<a href="#">21–22</a> , <a href="#">42</a> , <a href="#">59</a>	Energy savings consists of different initiatives in our production covering steam. (R)	
GRI 303: Water and effluents 2018				
303-1	Interactions with water as a shared resource	<a href="#">23–24</a>		11.6.2
303-3	Water withdrawal	<a href="#">42</a> , <a href="#">59</a>	Neste will be assessing its relevant water reporting categories for potential later use. (O)	11.6.4
303-4	Water discharge	<a href="#">42</a> , <a href="#">59</a>		11.6.5
303-5	Water consumption	<a href="#">42</a> , <a href="#">59</a>		11.6.6

GRI Standards Disclosure		Location in the report or our webpage	Reporting (R) / Omission (O)	Oil&Gas Sector Standard REF #
GRI 304: Biodiversity 2016				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<a href="#">127</a>		11.4.2
304-2	Significant impacts of activities, products, and services on biodiversity	<a href="#">24, 127–128</a>		11.4.3
304-3	Habitats protected or restored	<a href="#">24, 127</a>		11.4.4
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) GHG emissions	<a href="#">41, 122–123</a>		11.1.5
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">41, 122–123</a>		11.1.6
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">41, 122–123</a>		11.1.7
305-4	GHG emissions intensity	<a href="#">41, 122–123</a>		11.1.8
305-5	Reduction of GHG emissions	<a href="#">41, 119–121</a>		11.2.3
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<a href="#">41, 59</a>	Neste considers the reported emissions as significant. (R/O)	11.3.2
GRI 306: Effluents and Waste 2016				
306-3	Significant spills	<a href="#">42</a>	No significant environmental impacts identified. (R)	11.8.2
GRI 306: Waste 2020				
306-3	Waste generated	<a href="#">42, 59</a>		11.5.4
306-4	Waste diverted from disposal	<a href="#">42, 59</a>		11.5.5
306-5	Waste directed to disposal	<a href="#">42, 59</a>		11.5.6
GRI 308: Supplier Environmental Assessment 2016				
308-1	New suppliers that were screened using environmental criteria	<a href="#">28–30, 142–143</a>	100% of Neste's new renewable raw material suppliers and 100% of new fossil raw material suppliers screened using environmental criteria. Screening process for indirect procurement suppliers is being standardized and hence, data is currently not available. (R/O)	
GRI 400: Social				
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover	<a href="#">46, 135–136</a>		11.10.2
401-3	Parental leave		All Neste employees are entitled to parental leave at a minimum according to the local legislation. All together 281 employees took parental leave in 2024, of which 192 were women and 89 were men. 243 employees returned to work from parental leave during 2024, of which 109 were women and 134 were men. Neste does not disclose return to work and retention rates. (R/O)	11.10.4 & 11.11.3
GRI 402: Labor/Management Relations 2016				
402-1	Minimum notice periods regarding operational changes		Neste follows the local laws and when applicable, bargaining agreements regarding operational changes. (R)	11.7.2 & 11.10.5

GRI Standards Disclosure		Location in the report or our webpage	Reporting (R) / Omission (O)	Oil&Gas Sector Standard REF #
GRI 403: Occupational Health and Safety 2018				
403-1	Occupational health and safety management system	<a href="#">35–36</a> , <a href="#">132–135</a>		11.9.2
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">35–36</a> , <a href="#">133–134</a>		11.9.3
403-3	Occupational health services	<a href="#">34</a>		11.9.4
403-4	Worker participation, consultation, and communication on occupational health and safety	<a href="#">36</a> , <a href="#">133–134</a>		11.9.5
403-5	Worker training on occupational health and safety	<a href="#">36</a> , <a href="#">134</a>		11.9.6
403-6	Promotion of worker health	<a href="#">34</a> , <a href="#">35–36</a>		11.9.7
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">36</a> , <a href="#">134</a>		11.9.8
403-8	Workers covered by an occupational health and safety management system	<a href="#">134</a> , <a href="#">135</a>		11.9.9
403-9	Work-related injuries	<a href="#">35–36</a> , <a href="#">44</a> , <a href="#">135–136</a>	In 2024 there were 49 injuries, of which 20 happened to contractors. In 2024 we did not have any injury that would have resulted permanent effect on health. All together we had 6 cases which resulted in long absences from work. Main injury types were cuts, puncture or scrapes, slips, strips and falls, or caught in, under or between. Total amount of working hours was cirka 10,290,000 hours for employees and 11,614,000 hours for contractors.	11.9.10
403-10	Work-related ill health	<a href="#">135–136</a>	Neste records all work-related injuries. Occupational diseases are recorded separately. Neste has defined and implements practices in the Operations Excellence Management System (OEMS) to minimize hazards and to mitigate risks relating to any work-related ill health or injuries. (R/O)	11.9.11
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee	<a href="#">45</a>		11.10.6 & 11.11.7
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">33–34</a>		11.7.3 & 11.10.7
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	<a href="#">46</a> , <a href="#">67</a> , <a href="#">102</a>		11.11.4
405-2	Ratio of basic salary and remuneration of women to men		Women's mean basic salary in relation to men's by pay grade and employee category in Finland: blue-collars 88%-106% and whitecollars 91%-107%. Finland is reported as it is significant with over 61% weight of employees in total personnel. (R/O)	11.11.5
GRI 406: Non-discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken	<a href="#">47</a> , <a href="#">141–142</a>		11.11.6
GRI 407: Freedom of Association and Collective Bargaining 2016				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">26</a> , <a href="#">Neste Human Rights Principle</a> , <a href="#">Neste Supplier Code of Conduct</a> , <a href="#">Modern Slavery Statement</a>	The Neste Human Rights Principle outlines our commitment to respect the rights to freedom of association and collective bargaining in Neste's global operations, and our Supplier Code of Conduct includes minimum requirements for our suppliers and business partners to recognize and respect these rights. These policies are implemented through our ongoing due diligence processes. We use a bespoke, industry leading, country risk assessment methodology from Verisk Maplecroft to identify countries or geographic areas with the highest risks to freedom of association and collective bargaining in our global operations and supply chains. Specific geographic areas and operation types considered as high risk not disclosed publicly. (R)	11.13.2

GRI Standards Disclosure		Location in the report or our webpage	Reporting (R) / Omission (O)	Oil&Gas Sector Standard REF #
GRI 408: Child Labor 2016				
408-1	Operations and suppliers at significant risk of incidents of child labor	<a href="#">26, Neste Human Rights Principle, Neste Supplier Code of Conduct, Modern Slavery Statement</a>	The Neste Human Rights Principle outlines our commitment to respect children's rights, and our Supplier Code of Conduct includes minimum requirements regarding child labor. These policies are implemented through our ongoing due diligence processes. We use a bespoke, industry leading, country risk assessment methodology from Verisk Maplecroft to identify countries or geographic areas with the highest risks of child labor. Further details regarding management approach, high risk operations and supply chains, and measures taken by Neste to assess and address child labor risks available in Neste's annual Modern Slavery Statement. (R)	
GRI 409: Forced or Compulsory Labor 2016				
409-1	Operations and suppliers at significant risk of incidents of forced or compulsory labor	<a href="#">26, 137, Neste Human Rights Principle, Neste Supplier Code of Conduct, Modern Slavery Statement</a>		11.12.2
GRI 410: Security Practices 2016				
410-1	Security personnel trained in human rights policies or procedures		100% of Neste group security personnel have received formal training on Neste human rights policies through Neste's Code of Conduct e-learning. (R)	11.18.2
GRI 411: Rights of Indigenous Peoples 2016				
411-1	Incidents of violations involving rights of indigenous peoples		Neste respects the rights of Indigenous Peoples set out in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and carries out due diligence to avoid infringing on human rights. In 2024, there were 0 incidents of violations involving the rights of Indigenous peoples reported via Neste's available reporting channels, including Ethics Online. (R)	11.17.2
GRI 204: Procurement Practices 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">105, Neste Human Rights Principle</a>	For 100% of our operations, local communities can formally raise grievances to Neste using Ethics Online, or alternatively contact us using local channels such as refinery websites and phone numbers. We engage regularly with local stakeholders, including, for example, a biennial stakeholder study to engage with communities surrounding our Porvoo refinery covering environmental, social, and safety impacts. All Neste refineries are certified as having an ISO 14001 environmental management system in place, and have undergone various environmental impact and permitting assessments, with ongoing monitoring. (R/O)	11.15.2
413-2	Operations with significant actual and potential negative impacts on local communities	<a href="#">105, Neste Human Rights Principle</a>	All Neste refineries (Porvoo, Rotterdam and Singapore) are situated on industrial sites and the closest residential communities are 5-10 kms away. Potential risks to the local communities include air and water emissions, as well as noise and light pollution from the refineries and site traffic. All of our refineries are required to with comply with strict environmental permits and other legal requirements and have put preventive and mitigation measures in place to prevent refinery operations from causing harm to people or the environment. (R)	11.15.3
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	<a href="#">28-30, 142-143</a>	100% of Neste's new renewable raw material suppliers and 100% of new fossil raw material suppliers screened using social criteria. Screening process for indirect procurement suppliers is being standardized and hence, data is currently not available. (R/O)	11.10.8 & 11.12.3
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">29, 43, 139, Grievances and concerns webpage</a>	387 actions initiated to advance supply chain workers' human and labor rights in Neste raw material supplier sustainability audits. Number of suppliers with significant negative social impacts and percentage of suppliers with corrective actions and with which relationships were terminated are not disclosed. (R/O)	11.10.9

<b>GRI Standards Disclosure</b>		<b>Location in the report or our webpage</b>	<b>Reporting (R) / Omission (O)</b>	<b>Oil&amp;Gas Sector Standard REF #</b>
GRI 415: Public Policy 2016				
415-1	Political contributions		Neste does not make political contributions. (R)	11.22.2
GRI 416: Customer Health and Safety 2016				
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">124–125</a>		11.3.3
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">125–126</a>		
GRI 417: Marketing and Labeling 2016				
417-3	Incidents of non-compliance concerning marketing communications		In total two cases in Lithuania in 2024, of which one case was closed in 2024 and resulted in no fines. The remaining case in Lithuania has been responded to and is pending at the end of 2024. One case in Denmark from 2023, which is pending.	

# TCFD Recommendations Disclosure

TCFD Recommendations Disclosure		Location in the report
<b>Governance</b> Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate related risks and opportunities.	<a href="#">67</a> , <a href="#">72</a> , <a href="#">101–102</a>
	b) Describe management's role in assessing and managing climate related risks and opportunities.	<a href="#">72</a> , <a href="#">74</a> , <a href="#">102</a>
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">82–83</a> , <a href="#">107</a> , <a href="#">116–118</a>
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<a href="#">103</a> , <a href="#">107–108</a> , <a href="#">118</a> , <a href="#">161</a>
	c) Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	<a href="#">118</a>
<b>Risk Management</b> Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	<a href="#">108–109</a> , <a href="#">117</a>
	b) Describe the organization's processes for managing climate-related risks.	<a href="#">79–80</a>
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">102</a> , <a href="#">109</a>
<b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">41–42</a> , <a href="#">119</a>
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<a href="#">41</a> , <a href="#">122</a>
	c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.	<a href="#">19</a> , <a href="#">41</a> , <a href="#">119</a>

# SASB Content Index

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

Code	Accounting metric	Unit of measure	Location in the report or our webpage	Additional SASB reporting information Reporting (R) / Omission (O)
<b>GHG Emissions</b>				
EM-RM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Metric tons (t) CO <sub>2</sub> -e, Percentage (%)	<a href="#">122–123</a>	
EM-RM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	<a href="#">21–22</a> , <a href="#">119–121</a>	
<b>Air Quality</b>				
EM-RM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N <sub>2</sub> O), (2) SOx, (3) particulate matter (PM10), (4) H <sub>2</sub> S, and (5) volatile organic compounds (VOCs)	Metric tons (t)	<a href="#">41</a> , <a href="#">59</a>	
EM-RM-120a.2	Number of refineries in or near areas of dense population	Number		All 3 refineries operated by Neste located in or near (within 49km) an urbanized area. (R)
<b>Water management</b>				
EM-RM-140a.1	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	<a href="#">42</a> , <a href="#">59</a>	Neste's water withdrawal from areas with water stress is not significant and seen as not material. Percentage for recycled water is not calculated separately, as most of the water withdrawn for cooling is discharged back to the source in similar condition as when withdrawn. (R)
EM-RM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Number		No incidents of non-compliance associated with water quality permits, standards, and regulations. (R)
<b>Hazardous Materials Management</b>				
EM-RM-150a.1	(1) Amount of hazardous waste generated, (2) percentage recycled	Metric tons (t), Percentage (%)	<a href="#">42</a> , <a href="#">59</a>	199,900 metric tons (t), recycled 8% (R)
EM-RM-150a.2	(1) Number of underground storage tanks (USTs), (2) number of UST releases requiring cleanup, and (3) percentage in states with UST financial assurance funds	Number, Percentage (%)		25 underground storage tanks for petroleum products. No UST releases. Reporting based on Neste's environmental permits. (R)
<b>Workforce Health and safety</b>				
EM-RM-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	<a href="#">44</a>	1) and (2) Neste reports the most relevant OHS performance figures in its own operations (TRIF, LWIF, PSER, Safe Days, Fatalities). (3) NMFR 88.6. (R)
EM-RM-320a.2	Discussion of management systems used to integrate a culture of safety	n/a	<a href="#">35–36</a> , <a href="#">132–134</a>	
<b>Product Specifications &amp; Clean Fuel Blends</b>				
EM-RM-410a.1	Percentage of Renewable Volume Obligation (RVO) met through: (1) production of renewable fuels, (2) purchase of separated renewable identification numbers (RIN)	Percentage (%)		Data not disclosed. (O)
EM-RM-410a.2	Total addressable market and share of market for advanced biofuels and associated infrastructure	Reporting currency, Percentage (%)	<a href="#">11–12</a>	
<b>Pricing Integrity &amp; Transparency</b>				

<b>Code</b>	<b>Accounting metric</b>	<b>Unit of measure</b>	<b>Location in the report or our webpage</b>	<b>Additional SASB reporting information Reporting (R) / Omission (O)</b>
EM-RM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with price fixing or price manipulation	Reporting currency, Percentage (%)		No legal proceedings. (R)
Management of the Legal & Regulatory Environment				
EM-RM-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	n/a	<a href="#">81, 83, 107–108, NBNHR Joint Statement</a>	
Critical Incident Risk Management				
EM-RM-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1) and lesser consequence (Tier 2)	Rate	<a href="#">44, 59–60</a>	Neste reports PSER1 and PSER2 rates as described in Principles for calculating the key indicators. (R)
EM-RM-540a.2	Challenges to Safety Systems indicator rate (Tier 3)	Rate		Rate 52.6. Tier 3 Challenges to Safety Systems indicator are followed in Neste's PSE3. (R)
EM-RM-540a.3	Discussion of measurement of Operating Discipline and Management System Performance through Tier 4 Indicators	n/a	<a href="#">36, 133–134</a>	Process safety management system weaknesses that may cause PSE1/2 events in the future. They are followed as part of PSE4 indicator at Neste. (R)

<b>Code</b>	<b>Accounting metric</b>	<b>Unit of measure</b>	<b>Location in the report or our webpage</b>	<b>Additional SASB reporting information</b>
EM-RM-000.A	Refining throughput of crude oil and other feedstocks	Barrels of oil equivalent (BOE)		Oil Products 76 MMBOE (R)
EM-RM-000.B	Refining operating capacity	Million barrels per calendar day (MBPD)	<a href="#">14</a>	Oil Products 0.21 MBPD (R)



# UN Guiding Principles Reporting Framework Index

Section of the Framework	Location in annual report or website	Page location in 2023 Modern Slavery Statement <sup>1)</sup>
<b>PART A: Governance of Respect for Human Rights</b>		
A1 Policy Commitment		
A1	p. <a href="#">25–26</a> , <a href="#">133</a> ; <a href="#">Neste Human Rights Principle</a> .	p. 7–8
A1.1	p. <a href="#">26</a> , <a href="#">133</a> ; <a href="#">Neste Human Rights Principle</a> . Neste's Human Rights Principle was updated in 2022, incorporating extensive consultation with topic experts, NGOs, government representatives, and trade union experts. In 2024, the Principle underwent minor updates to reflect changes in Neste's governance structure for human rights.	p. 7–8
A1.2	All of Neste's rights-holders as defined on p. 14 of the <a href="#">Neste Human Rights Principle</a>	
A1.3	p. <a href="#">26–27</a> , <a href="#">30</a> , <a href="#">47</a> , <a href="#">53</a> , <a href="#">Neste Human Rights Principle</a> is published on our company website and internally accessible on the Neste intranet. It is communicated to employees via e-learnings, and to business partners via Neste's <a href="#">Supplier Code of Conduct Guidance</a> and capacity building workshops.	p. 7, 19–20
A2 Embedding Respect for Human Rights		
A2	p. <a href="#">17–18</a> , <a href="#">25–27</a> , <a href="#">NBNHR Joint Statement</a> , <a href="#">Neste Human Rights Principle</a>	p. 3, 7–8, 21–22
A2.1	Described under section 6.1 of the <a href="#">Neste Human Rights Principle</a>	p. 7–8
A2.2	p. <a href="#">72</a> , <a href="#">101–102</a> , <a href="#">Neste Human Rights Principle (p. 9–11)</a>	p. 24
A2.3	p. <a href="#">27</a> , <a href="#">47</a> , <a href="#">75</a> , <a href="#">139</a> , <a href="#">Neste Code of Conduct (p. 7)</a> , <a href="#">Neste Human Rights Principle (p. 11–12)</a>	p. 7–8, 19–20
A2.4	p. <a href="#">27</a> , <a href="#">30</a> , <a href="#">105</a> , <a href="#">143</a> , <a href="#">Supplier Code of Conduct Guidance (p. 13–21)</a>	p. 7, 12–18, 19–20
A2.5	p. <a href="#">25–27</a> , <a href="#">29–30</a> , <a href="#">36</a> , <a href="#">47</a>	p. 7–9, 10–11, 15, 19–21, 23
<b>PART B: Defining the Focus of Reporting</b>		
B1 Statement of salient issues	p. <a href="#">26</a> ; <a href="#">Neste Human Rights Principle (p. 2-9)</a>	p. 8
B2 Determination of salient issues	p. <a href="#">26</a>	p. 8
B3 Geographical focus	p. <a href="#">137</a>	p. 10–11
B4 Additional severe impacts	N/A	N/A

## UN Guiding Principles Reporting Framework Index

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

Section of the Framework	Location in annual report or website	Page location in 2023 Modern Slavery Statement <sup>1)</sup>
<b>PART C: Management of Salient Human Rights Issues</b>		
C1 Specific Policies		
C1	Neste Human Rights Principle, Code of Conduct, Supplier Code of Conduct, Sustainability Policy, Sustainability Principle, Responsible Sourcing Principle, People Policy, Equality and Non-Discrimination Principle, Misconduct Investigation Standard, Neste Life Saving Rules, Operations Excellence Policy, Operational Safety Principle, Occupational Health Principle, Reproductive Health Standard, Privacy Principle, Cyber Security Principle	p. 7–8
C1.1	p. <a href="#">26–27</a> , <a href="#">30</a> , <a href="#">32</a> , <a href="#">36</a> , <a href="#">47</a> , <a href="#">52</a> , <a href="#">53</a> , <a href="#">134</a> , <a href="#">138</a>	p. 19–20
C2 Stakeholder Engagement		
C2	p. <a href="#">25</a> , <a href="#">53</a> , <a href="#">105–106</a> , <a href="#">133</a> , <a href="#">138</a> , <a href="#">Neste Human Rights Principle (p. 11–12)</a>	p. 21–23
C2.1	p. <a href="#">25</a> , <a href="#">53</a> , <a href="#">105–106</a> , <a href="#">133</a> , <a href="#">138</a> , <a href="#">Neste Human Rights Principle (p. 11–12)</a>	p. 21–23
C2.2	p. <a href="#">25</a> , <a href="#">53</a> , <a href="#">105–106</a> , <a href="#">133</a> , <a href="#">138</a>	p. 21–23
C2.3	p. <a href="#">25</a> , <a href="#">53</a> , <a href="#">105–106</a> , <a href="#">133</a> , <a href="#">138</a>	p. 10–11, 21–23
C3 Assessing Impacts		
C3	p. <a href="#">25–27</a> , <a href="#">28–30</a> , <a href="#">35–36</a> , <a href="#">43–47</a> , <a href="#">53–54</a> , <a href="#">108–109</a> , <a href="#">132–140</a>	p. 8, 10–17, 23
C3.1	p. <a href="#">26–27</a> , <a href="#">29–30</a> , <a href="#">36</a> , <a href="#">43–47</a> , <a href="#">52–54</a>	p. 15–17
C3.2	p. <a href="#">26–27</a> , <a href="#">29</a> , <a href="#">44</a> , <a href="#">47</a> , <a href="#">52–54</a> , <a href="#">Renewable Raw Material Grievance Log</a>	p. 11, 15
C4 Integrating Findings and Taking Action		
C4	p. <a href="#">25–27</a> , <a href="#">28–30</a> , <a href="#">35–36</a> , <a href="#">132–140</a>	p. 10–17
C4.1	Cross-functional collaboration and committees e.g. <a href="#">25–27</a> , <a href="#">101–102</a> , <a href="#">139</a> , <a href="#">Human Rights Principle</a>	p. 7–8, 11
C4.2	<a href="#">Neste Human Rights Principle</a>	p. 11, 18
C4.3	p. <a href="#">25–30</a> , <a href="#">35–36</a> , <a href="#">43–47</a> , <a href="#">49</a> , <a href="#">52–54</a>	p. 7–23
C5 Tracking Performance		
C5	p. <a href="#">25–30</a> , <a href="#">35–36</a> , <a href="#">43–47</a> , <a href="#">49</a> , <a href="#">52–54</a> , <a href="#">132–140</a>	p. 15–17, 23
C5.1	p. <a href="#">25–30</a> , <a href="#">35–36</a> , <a href="#">43–47</a> , <a href="#">49</a> , <a href="#">52–54</a>	p. 15–17, 23
C6 Remediation		
C6	p. <a href="#">25–26</a> , <a href="#">133–134</a> , <a href="#">138–140</a> , <a href="#">143</a> , <a href="#">Neste Human Rights Principle, Grievances and concerns webpage</a>	p. 9, 18, 23
C6.1	p. <a href="#">25–26</a> , <a href="#">133–134</a> , <a href="#">138–140</a> , <a href="#">143</a> , <a href="#">Neste Human Rights Principle</a>	p. 9, 18, 23
C6.2	p. <a href="#">25–26</a> , <a href="#">47</a> , <a href="#">133–134</a> , <a href="#">138–140</a> , <a href="#">143</a> , <a href="#">Renewable Raw Material Grievance Log</a>	p. 23
C6.3	p. <a href="#">25–26</a> , <a href="#">47</a> , <a href="#">133–134</a> , <a href="#">138–140</a> , <a href="#">143</a> , <a href="#">Renewable Raw Material Grievance Log, Neste Human Rights Principle</a>	p. 9, 18, 23
C6.4	p. <a href="#">47</a> , <a href="#">Renewable Raw Material Grievance Log</a>	N/A
C6.5	p. <a href="#">47</a> , <a href="#">Renewable Raw Material Grievance Log</a>	p. 17

<sup>1)</sup> Page numbers provided for 2023 Modern Slavery Statement, as the 2024 statement will only be published in Q2, 2025.

# Principles for calculating the key indicators

## General disclaimer

The figures in the Neste Annual report may be subject to rounding, which may cause some differences in aggregate totals calculated from exact figures.

## Environment

### Energy

Energy consumption and production data is collected either from Neste's own measurement devices or via energy invoices. Some minor consumption sources have been estimated. Neste follows the Energy Efficiency Agreement for Industries which is an agreement between the Government and industrial associations on the efficient use of energy, providing also guiding methodology for energy efficiency calculations.

### Greenhouse gas emissions (GHG)

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

### Carbon handprint

Carbon handprint describes the difference of carbon footprint of a product or service and a baseline product or service. Neste's customer GHG emissions reduction is calculated by aggregating the customer's GHG emission reduction for each batch of renewable products delivered to Neste's customers. The GHG emission related to each batch is compared with the GHG emission that the same quantity of a fossil fuel reference (baseline) would emit. Emission factors for the fossil references are dependent on the market where the product was sold and its regulation. GHG emission reduction

comparisons are made by comparing the achieved Neste's annual greenhouse gas (GHG) emission reduction with publicly available emission data from road transportation and aviation sector.

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

### VOC, NOx, SO<sub>2</sub>, PM

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

### Water withdrawal

The water withdrawal volumes are based on the company's own measurements or on invoicing. Neste's water risk assessment is based on WWF Water Risk Filter. Neste annually updates the risk assessment.

### Wastewater discharges

Neste reports the wastewater volumes, chemical oxygen consumption, as well as the oil, nitrogen, and

phosphorus discharges. The figures are calculated on the basis of refinery- or terminal-specific data based on sampling or continuous metering. The figures do not include the loading values of wastewater treated in municipal or other external wastewater treatment plants. Neste operates according to local discharge permits and requirements. Our waste waters are treated to meet the requirements before they are safely discharged.

### Waste generated

The waste volumes are based on the invoicing data.

### Non-renewable resource use replacement

Calculations were updated to include all sales volumes. They include fossil resource usage over Neste's renewable and circular solutions production life cycles. An energy-based comparison is made with relevant fossil references in transport, aviation and polymers & chemical sectors. The difference is expressed as the energy content of crude oil.

### Safety

Calculations related to safety-related accident frequency rates comply with the calculation principles of Concawe (the oil companies' European association for environment, health and safety in refining and distribution).

### Total Recordable Injury Frequency (TRIF)

Workplace accidents are those accidents that occur at work or while performing work duties. Total Recordable Injuries (TRI) includes the recorded accidents at work which result in absence from work, restriction to work,

medical treatment or fatality. The formula for calculating accident frequency (number of accidents at work per million working hours): total number of accidents at work × 1,000,000 / hours worked. The calculation includes in-house personnel, contractors and service providers working at Neste's sites.

### Safe Day

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

### Hours worked

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

### LWIF (Lost Workday injury frequency)

The number of accidents at work resulting in lost workdays, relative to a million hours worked.

### Process safety event rate (PSER)

Rate of process safety events per million hours worked.

### **PSE1 (Process Safety Event)**

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

- Injury leading to absence (LWI, RWI) or fatality.
- Fires or explosions with direct costs (excluding loss of production) higher than EUR 100,000.
- An officially declared community evacuation or community shelter-in-place, including precautionary community evacuation or community shelter-in-place.
- A leak exceeding the reporting threshold during a certain period, according to Concawe (European Oil Company Organisation for Environment, Health and Safety)
- Pressure relief discharge / upset emission to atmosphere that exceeds the PSE1 threshold value and has one or more of these consequences: Rainout; Discharge to a potentially unsafe location; An on-site shelter-in-place or on-site evacuation, excluding precautionary on-site shelter-in-place or on-site evacuation; Public protective measures, including precautionary public protective measures.

### **PSE2 (Process Safety Event)**

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

- Workplace accident requiring medical treatment (MTC).
- Fires or explosions with direct expenses (excluding loss of production) higher than EUR 2,500.
- A leak exceeding the reporting threshold during a certain period, according to Concawe

- Pressure relief discharge / upset emission to atmosphere that exceeds the PSE2 threshold value and has one or more of these consequences: Rainout; Discharge to a potentially unsafe location; An on-site shelter-in-place or on-site evacuation, excluding precautionary on-site shelter-in-place or on-site evacuation; Public protective measures, including precautionary public protective measures.

### **Fatalities**

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

### **Personnel**

#### **Personnel metrics**

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

#### **Number of permanent employees leaving the company**

The number of employees leaving a permanent contract of employment from Jan 1 to Dec 31/the number of permanent employees on Dec 31 (including all reasons for ending the employment).

#### **Number of permanent employees joining the company**

The number of employees entering a permanent contract of employment from Jan 1 to Dec 31/ the number of permanent employees on Dec 31.

### **Training costs**

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

### **Economic**

#### **Clean revenue**

Clean revenue means revenue from all goods and services which have a clear environmental and/or social benefits. Clean investments are investments in such benefits consisting of Clean CAPEX, Clean R&D and Clean M&A. Clean Revenue and Clean Investments include for example revenue from, and investments in, clean transition as well as low-carbon and circular economy solutions. Clean Investments (%):

- $\text{Clean CAPEX} + \text{Clean R\&D} + \text{Clean Acquisitions} / \text{Total CAPEX} + \text{R\&D} + \text{Acquisitions}$ .
- Clean Revenue (%):  $\text{Clean Revenue} / \text{Total Revenue}$ .

# Independent Practitioners' Assurance Report

## To the Board of Directors of Neste Corporation

We have been engaged by the Management of Neste Corporation (hereafter "Neste") to provide limited assurance on selected numerical sustainability indicators (hereafter "Selected Numerical Sustainability Information") presented in the Annual review of Neste's Annual Report 2024 for the reporting period 1.1.–31.12.2024.

The Selected Numerical Sustainability Information subject to the limited assurance consists of selected numerical economic, social and environmental sustainability disclosures listed within the GRI (Global Reporting Initiative) Standards Topic-Specific Disclosures 200, 300 and 400, General Disclosures 2–7, 2–21, 2–27 and 2–30 as well as numerical information presented in the "Value Creation" and "Performance in figures" sections in Neste's Annual Report 2024.

## Management's Responsibilities

The Management of Neste is responsible for the preparation and presentation of the Selected Numerical Sustainability Information in accordance with the reporting criteria i.e. GRI Standards. This responsibility includes designing, implementing and maintaining internal control, maintaining necessary documentation, as well as making estimates relevant to the preparation of the Selected Numerical Sustainability Information that are free from material misstatement, whether due to fraud or error.

## Independent Practitioner's Responsibilities

Our responsibility is to perform a limited assurance engagement and to provide an independent conclusion based on our engagement. We performed our assurance engagement in accordance with International Standard on (ISAE) 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information". This Standard requires that we plan and perform the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement. The nature, timing and scope of the limited assurance procedures are based on professional judgement, including an assessment of material misstatement due to fraud or error, and we maintain professional skepticism throughout the engagement. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

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

KPMG Oy Ab applies International Standard on Quality Management ISQM 1, which requires the authorized 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.

## Description of the Procedures That Have Been Performed

As the methods of obtaining evidence are more limited in a limited assurance than in a reasonable assurance, an assurance obtained is more limited than in a reasonable assurance. We have designed and performed procedures to obtain sufficient and appropriate evidence for limited assurance and to provide a basis for our conclusion, therefore we do not obtain all the evidence, which is required in reasonable assurance. While we consider the design of internal controls when determining the nature and scope of our assurance procedures, our limited assurance engagement is not included the testing of the operating effectiveness of internal controls. Our procedures did not include control testing or performing procedures related to combining and calculating data within IT systems. The limited assurance engagement consists of inquiries of individuals who are responsible for preparing the Sustainability Information and related information, as well as for carrying out analytical and other procedures.

In the engagement, we have performed the following procedures, among others:

- Interviewed the members of Neste's senior management and relevant personnel responsible for providing the Selected Numerical Sustainability Information;
- Assessed the application of the reporting principles of GRI Sustainability Reporting Standards in disclosing the Selected Numerical Sustainability Information;
- Assessed data management processes, information systems and working methods used to gather and consolidate the Selected Numerical Sustainability Information;
- Reviewed the disclosed Selected Numerical Sustainability Information and assessed its quality and definitions of reporting boundaries; and
- Assessed the accuracy and completeness of the Selected Numerical Sustainability Information through a review of the original documents and systems on a sample basis.



**Inherent Limitations of the Engagement**

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. Therefore fraud, error or non-compliance may occur and not be detected. Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data.

**Conclusion**

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Selected Numerical Sustainability Information for the reporting period 1.1.–31.12.2024 subject to the limited assurance engagement is not prepared, in all material respects, in accordance with GRI Sustainability Reporting Standards.

Helsinki, 28 February 2025 KPMG OY AB

**Leenakaisa Winberg**

Authorised Public Accountant, KRT