Capital Markets Day
2023
# Program today

**British Summer Time (BST)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:15</td>
<td><strong>Opening</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Group Strategy</strong></td>
</tr>
<tr>
<td></td>
<td>Matti Lehmus, CEO</td>
</tr>
<tr>
<td></td>
<td><strong>Renewables Platform</strong></td>
</tr>
<tr>
<td></td>
<td>Carl Nyberg, EVP</td>
</tr>
<tr>
<td></td>
<td><strong>Renewable Aviation</strong></td>
</tr>
<tr>
<td></td>
<td>Sami Jauhiainen, Acting EVP</td>
</tr>
<tr>
<td></td>
<td><strong>Joint Q&amp;A Session</strong></td>
</tr>
<tr>
<td>13:30</td>
<td><strong>Break</strong></td>
</tr>
<tr>
<td>13:45</td>
<td><strong>Renewable Polymers &amp; Chemicals</strong></td>
</tr>
<tr>
<td></td>
<td>Matti Lehmus, CEO</td>
</tr>
<tr>
<td></td>
<td><strong>Renewable Road Transportation</strong></td>
</tr>
<tr>
<td></td>
<td>Katja Wodjereck, EVP</td>
</tr>
<tr>
<td></td>
<td><strong>Oil Products</strong></td>
</tr>
<tr>
<td></td>
<td>Markku Korvenranta, EVP</td>
</tr>
<tr>
<td></td>
<td><strong>Joint Q&amp;A Session</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Financials and Value Creation</strong></td>
</tr>
<tr>
<td></td>
<td>Martti Ala-Härkönen, EVP, CFO</td>
</tr>
<tr>
<td></td>
<td><strong>Joint Q&amp;A Session</strong></td>
</tr>
<tr>
<td>15:30</td>
<td><strong>Break-out sessions</strong></td>
</tr>
</tbody>
</table>

---

**Notes:**
- All times are in British Summer Time (BST).
- The program includes sessions on Group Strategy, Renewables Platform, Renewable Aviation, and a joint Q&A session.
- There is a break at 13:30 and another break-out session at 15:30.
The following information contains, or may be deemed to contain, “forward-looking statements”. These statements relate to future events or our future financial performance, including, but not limited to, strategic plans, potential growth, planned operational changes, expected capital expenditures, future cash sources and requirements, liquidity and cost savings that involve known and unknown risks, uncertainties and other factors that may cause Neste Corporation’s or its businesses’ actual results, levels of activity, performance or achievements to be materially different from those expressed or implied by any forward-looking statements. In some cases, such forward-looking statements can be identified by terminology such as “may”, “will”, “could”, “would”, “should”, “expect”, “plan”, “anticipate”, “intend”, “believe”, “estimate”, “predict”, “potential”, or “continue”, or the negative of those terms or other comparable terminology. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Future results may vary from the results expressed in, or implied by, the following forward-looking statements, possibly to a material degree. All forward-looking statements made in this presentation are based on information presently available to management and Neste Corporation assumes no obligation to update any forward-looking statements. Nothing in this presentation constitutes investment advice and this presentation shall not constitute an offer to sell or the solicitation of an offer to buy any securities or otherwise to engage in any investment activity.
Speakers

Matti Lehmus
President and CEO

Carl Nyberg
Executive Vice President, Renewables Platform

Sami Jauhiainen
Act. Executive Vice President, Renewable Aviation

Katja Wodjereck
Executive Vice President, Renewable Road Transportation

Markku Korvenranta
Executive Vice President, Oil Products

Martti Ala-Härkönen
Executive Vice President, Chief Financial Officer
Global growth and value creation continues

Matti Lehmus
President and CEO
Deliverying on our promises from last CMD – foundation for next wave of growth created

- Renewables Road Transportation: Market leader – opening of new markets and branded sales expansion
- Renewable Aviation: Global leader in SAF with >70 customers
- Renewable Polymers and Chemicals: Global build-up of partnerships
- Start-up of Singapore refinery expansion and Martinez Renewables partnership
- Final investment decision on Rotterdam refinery expansion taken
- Strong track record in feedstock platform growth both organically and through acquisitions
- On track to reach 2030 carbon handprint target via renewables business growth
- Progressing towards 2035 carbon footprint target via several initiatives
- All time high comparable EBITDA of 3,537 MEUR in 2022
- Neste Excellence program value creation 464 MEUR/a by 2022
Focus on continuous safety improvement

Total Recordable Incident Frequency (TRIF) per million hours worked

2018 2019 2020 2021 2022 Q1/2023

1.7 1.7 1.3 1.4 2.0 1.9

Process Safety Event Rate (PSER) per million hours worked

2018 2019 2020 2021 2022 Q1/2023

2.1 1.4 1.6 1.4 1.4 1.0

Contractor safety
Focus on investment projects and contractor management

Process safety improvement by effective risk and change management
Focus on critical risks and learning from incidents

Safety leadership and competence
Systematic safety leadership training
Europe

- Renewable Energy Directive III expected to increase 2030 road transportation target\(^1\)
- ReFuelEU Aviation expected to introduce EU-wide SAF mandate from 2025\(^1\)
- Short-term renewables mandate reductions in selected countries

North America

- SAF and renewable road fuel regulation strengthening both on federal and state-level
- IRA supporting renewable fuels and new technology deployment with focus on local production

APAC

- SAF regulation momentum is building (e.g. in Japan, New Zealand and Singapore)
- Voluntary demand for more sustainable polymers and chemicals increasing

1) Preliminary agreement, subject to final decision
Global growth and value creation continues

- Strong expansion of RA and RPC businesses
- Continued profitable RRT growth
- Strengthening global feedstock platform by growing the existing pool and developing new raw material sources
- Value creation through flexible business model and operational excellence
- Attractive long-term growth opportunities based on feedstock pool expansion
Focusing on business growth in most attractive markets

Significant business growth via startup of growth projects
2023-2025

- Growth of renewables nameplate capacity to 5.5 Mt/a at the beginning of 2024
- Rapid growth of RA and RPC businesses and continued growth in RRT market
- Continued feedstock platform expansion

Continuous growth in most attractive market segments
2026-

- Business growth driven by RA, RPC and key RRT markets
- Rotterdam expansion start-up and increasing end-product optionality
- Continued feedstock platform expansion (including scale-up of novel vegetable oils)

Balanced business portfolio and next waves of growth
2030-

- Balanced portfolio of three renewables businesses - flexible business platform with high optionality
- Innovation business platform growth to access new abundant feedstock pools
- Growth of renewable and circular offering
Balanced portfolio with three strong renewables businesses

Indicative share of total renewables sales volumes 2030

**RRT**
- Renewable diesel
- 40-50%

**RA**
- Sustainable aviation fuel
- 30-40%

**RPC**
- Renewable and circular feedstocks for polymers and chemicals
- Up to 20%
Value creation through multilevered competitive advantage

Illustrative sales margins

Feedstock flexibility
- Advanced pretreatment capabilities
- Global feedstock sourcing

Market and product optionality
- Presence in all key RRT markets globally
- Strong focus on RA and RPC market buildup
- Systematic investment in increasing product optionality

Vertical integration along feedstock value chain
- Collection, aggregation and trading

Supply chain optimization
- Economies of scale in logistics and production
- Optimized pathways
Significant long-term growth potential of global feedstock pool via scale up of new technologies

Estimated global feedstock pool growth potential

- Power based feedstocks (PtX)
- Algae oils
- Cellulosic energy crops
- Lignocellulosic residues
- Municipal solid waste
- Novel vegetable oils
- Waste and residue fats and oils

New abundant feedstock pools required to reach emission reduction ambitions

Source: Neste analysis based on WEF Clean Skies for Tomorrow and other sources.
Ambitious climate targets in place

GHG reduction achieved with Neste’s renewable products (carbon handprint)

- 2020: 10.0 MtCO₂e
- 2022: 11.1 MtCO₂e
- 2030: >20.0 MtCO₂e

Production carbon footprint (Scope 1&2)

- 2019: 3.4 MtCO₂
- 2022: 2.5 MtCO₂
- 2030: 1.7 MtCO₂

Use phase emission intensity of sold products

- 2040: 50% reduction
- 2030: ~30% reduction
- 2022: 3.5% reduction

Calculation according EU REDII and the California LCFS methodology.

Scope 2 based on market-based calculation methodology.

GHG emissions from the use of sold in-house fuel products divided by total energy in sold products.
Neste drives sustainability across several key areas

Continuous progress on Neste sustainability vision

Climate
Leading the **transformation** towards a carbon neutral value chain

Biodiversity
Driving a **nature positive** value chain

Human rights
Creating a **more equitable** and inclusive value chain

Supply chain and raw materials
Driving the **sustainability commitment** across the supply chain
We invest in profitable growth and pay competitive over time increasing dividends

Profitable growth

Investments in most attractive market and product segments

Group level target:
Comparable ROACE after taxes >15%

Investments to ensure safety and reliability of existing assets

New dividend policy

Neste’s target is to pay a competitive and over time increasing dividend
Growth and value creation building on our people and unique capabilities

Three strong renewables businesses – strong expansion of RA and RPC businesses

Value creation through unique feedstock platform and growth in most attractive markets

Attractive long-term growth opportunities
Value creation through growth and increasing product optionality

Carl Nyberg
Executive Vice President,
Renewables Platform
Very robust longer-term supply and demand outlook despite increased competition in the coming years

Global supply\(^1\) and demand\(^2\) outlook for renewable diesel, SAF and renewable hydrocarbons for polymers and chemicals

The EU and the US demonstrating strong climate commitments and growing targets for renewable energy

SAF supply growth supports the viability of significant increase in SAF mandates

Strong capacity growth in the coming years

1) Production capacity estimate based on Neste assessment of current project pipeline and related probabilities; 2) SAF voluntary demand not included
Singapore refinery expansion completed enabling step change in SAF production

Renewable products capacity to reach 2.6 Mt/a including up to 1.0 Mt/a of SAF

Advanced pretreatment enabling further feedstock flexibility

Project final CAPEX 1.6 BEUR
Martinez Renewables production started – expected capacity of 1.0 Mt/a by the end of 2023

Phase I production successfully ramped up in 1H 2023, full capacity of 1.0 Mt/a\(^1\) expected by the end of 2023

Phase II pretreatment unit scheduled to start up in Q3, enabling wider feedstock pool

Neste production on three continents and local production, serving our customers on the US West Coast

\(^{1}\) Neste share of annual capacity
Waste and residue availability expected to exceed 40 Mt/a by 2030

Availability of waste and residue feedstocks – regional split in 2030:

- **10–13 Mt/a**
- **7–10 Mt/a**
- **3–5 Mt/a**
- **15–20 Mt/a**

Feedstock categories with substantial growth potential beyond waste and residues:

- Novel vegetable oils and algae oils potential, new, scalable feedstock sources for HEFA/HVO production.
- Lignocellulose and Power-to-X technologies provide growth opportunities beyond Neste’s HEFA/HVO platform.

---

1) Waste and residue oils and fats; 2) Novel vegetable oils from novel and regenerative agricultural concepts such as intermediate cropping and silvopasture.
Neste feedstock strategy focuses on developing new sources while growing the existing pool

Expansion of feedstock sourcing regionally and to lower-quality grades
- Entering additional sourcing countries (e.g. India and Brazil)
- Investing into advanced pretreatment assets (e.g. Singapore and Rotterdam refinery expansions)
- Adding pretreatment capacity (e.g. Neste Pretreatment Rotterdam)
- Developing new pretreatment methods (e.g. R&D)

Continued upstream integration into the feedstock value chain
- Increasing market share in selected feedstocks
- Leveraging collection entities already acquired
- Long-term offtake agreements and feedstock partnerships complimentary to acquisitions

Development of novel vegetable oils (NVO) from advanced agricultural concepts
- NVO’s as large, additional feedstock source for HEFA/HVO
- Regenerative agricultural practices, such as intermediate cropping and silvopasture
- Conducting >50 field studies globally to identify most promising concepts for scale-up

Targeting NVO availability ~20% of Neste feedstock pool by 2035

Target to have >50% of Neste’s feedstock pool secured
Our global feedstock supply chain capabilities are providing a strong competitive advantage

60+ Countries from which feedstocks are sourced across 5 different continents

500+ Approved suppliers, continuous strong growth

x 2 Doubling our total external terminal capacities in two years

15+ Feedstock terminal capacity expansion projects targeted to deliver in 2023

Bulk to non-bulk Further developing capabilities to accommodate more granular feedstock logistics

Neste aggregation terminal network

- Existing network
- Targeted capacity expansion in 2023
Strengthening our leading UCO position in the United States leveraging the Mahoney platform

The acquisition of UCO business from Crimson is highly synergistic with Mahoney’s nationwide UCO footprint, which has grown substantially since 2020:

76,000+ UCO customer base

500+ Trucks in the fleet

37/40 Top metropolitan areas directly served

Coast to coast UCO collection footprint primed for accelerated growth
Strong performance in Renewable Products continues

Comparable sales margin\(^1\), USD/ton

<table>
<thead>
<tr>
<th>Year</th>
<th>Comparable sales margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>700</td>
</tr>
<tr>
<td>2019</td>
<td>750</td>
</tr>
<tr>
<td>2020</td>
<td>800</td>
</tr>
<tr>
<td>2021</td>
<td>850</td>
</tr>
<tr>
<td>2022</td>
<td>900</td>
</tr>
<tr>
<td>Q1/2023</td>
<td>945</td>
</tr>
</tbody>
</table>

Production capacity roadmap\(^2\), Mt/a

- **SAF capability**
- **Renewable diesel and other products**

<table>
<thead>
<tr>
<th>Year</th>
<th>SAF capability</th>
<th>Renewable diesel and other products</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>3.3</td>
<td>0.1</td>
<td>3.4</td>
</tr>
<tr>
<td>2024</td>
<td>5.5</td>
<td>1.5</td>
<td>7.0</td>
</tr>
<tr>
<td>2026</td>
<td>6.8</td>
<td>2.2</td>
<td>9.0</td>
</tr>
<tr>
<td>2030</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Aspiration >9**

**Key Points:**

- Strong sales margins enabled by global feedstock sourcing capabilities, superior pretreatment and marketing excellence.
- Production capacity will double between 2022 and 2026 with increasing product optionality driving value creation.

---

1) Calculation method has been adjusted effective 1 January 2023: 2018–2022 sales margins calculated with old formula, Q1/2023 with old formula would be 970USD/t;
2) 2030 numbers including both renewable and circular capacity.
Differentiating value creation drivers

- Step change in production capacity in 2023 – next steps already in execution
- Continuing to execute feedstock strategy including upstream value capture
- Increasing product optionality
Well-positioned to capitalize on the accelerating SAF market growth

Sami Jauhiainen
Acting Executive Vice President,
Renewable Aviation
Delivering on our promise of making SAF available

1.5 Mt/a
SAF capacity
Capacity in early 2024 with completed Singapore refinery expansion and ongoing investments in the Rotterdam refinery

>70
Customers
Direct customers across the aviation supply chain, i.e. fuel suppliers, airlines, corporates and travel & cargo companies

21
Countries
Neste’s SAF is used in a growing list of countries across Europe, Americas, Middle East and Asia-Pacific

>25
Key airports
Neste MY Sustainable Aviation Fuel is available either directly from Neste or via a channel partner at key aviation hubs around the world

1) Including airports with over 1 million passengers where branded Neste MY Sustainable Aviation Fuel is available to airline customers, either directly from Neste or via a channel partner; Neste MY SAF is also available at several smaller and general aviation airports.
SAF mandates and other policy frameworks are being established across the globe

<table>
<thead>
<tr>
<th>Americas</th>
<th>EMEA</th>
<th>Asia Pacific</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Columbia (Canada)</td>
<td>European Union</td>
<td>Japan</td>
</tr>
<tr>
<td>-1.7%</td>
<td>-10%(^1)</td>
<td>TBA</td>
</tr>
<tr>
<td>Canada federal</td>
<td>Opt-in</td>
<td>New Zealand</td>
</tr>
<tr>
<td>Opt-in(^2)</td>
<td>Opt-in</td>
<td>TBA</td>
</tr>
<tr>
<td>US state level</td>
<td>Turkey, UAE</td>
<td>Singapore</td>
</tr>
<tr>
<td>LCFS opt-in; CA, OR; incentives IL, WA</td>
<td>Policies considered</td>
<td>TBA</td>
</tr>
<tr>
<td>US federal</td>
<td>RFS opt-in; SAF BTC / CFPC(^3)</td>
<td>South Korea</td>
</tr>
<tr>
<td>RFS opt-in, TBA</td>
<td>TBA</td>
<td>India, Australia</td>
</tr>
<tr>
<td>Brazil</td>
<td></td>
<td>Policies considered</td>
</tr>
<tr>
<td>1% (2027)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1) Intentions Paper proposal to introduce a carbon intensity reduction target for jet fuel starting in 2024, with -10% CI target in 2030; 2) Canada federal Clean Fuel Standard 3) BTC (Blenders Tax Credit) expected to change to a CFPC (Clean Fuel Production Credit) in 2025; 4) Provisional agreement on ReFuelEU Aviation with 2030 level of 6% including 1.2% RFNBO sub-mandate; 5) UK Net Zero Strategy; 6) METI proposal on May 26, 2023.

- Market growth in the US driven by a mix of federal and state level incentives (opt-ins and tax credits)
- British Columbia plans to implement an aviation specific emission reduction target
- First LatAm SAF mandate expected for Brazil
- SAF mandates in place (NOR, SWE, FRA) to be superseded by an EU-wide SAF mandate in 2025
- UK plans to follow similar timeline
- Policy discussion starting in the Middle East
- Frontrunner countries such as Japan and New Zealand setting comparable targets and timelines for SAF adoption as Western peers
- SAF policy discussion spreading to an increasing number of countries
Accelerating SAF market growth is driven by regulations, complemented with voluntary demand

Global SAF market demand outlook¹ (Mt/a)

Long-term drivers:
- 70% SAF mandate under ReFuelEU in 2050
- IATA target of net-zero by 2050
- ICAO Long Term Aspirational Goal of net zero by 2050

- ReFuelEU and UK SAF mandate ramp-up
- US Sustainable Aviation Fuel Grand Challenge translated to policies
- Global SAF policy ramp-up (APAC, Middle East, LatAm)
- Additional incentives and voluntary demand beyond mandates

1) Including opt-in into road mandates and voluntary demand. Source: Neste estimates.

2023
- European and North American opt-ins
- Voluntary demand from airlines and corporates
- First mandates for SAF (FR, NO, SE)

~4
- ReFuelEU & UK SAF mandate implementation
- First SAF mandates in APAC
- Opt-in and incentive driven growth in North America

by 2030
~15

1 Mt/a = 1 million tonnes per annum
Neste has signed global, multi-year SAF supply agreements with leading aviation customers

- **1 million tons** (1.26 billion litres) of SAF supplied over **8 years**, starting 2023
- One of the largest SAF agreements ever signed
- Supporting AF-KLM in reducing CO₂ emissions per passenger/km 30% by 2030

- **160 kt** (52.5 million gallons) of SAF over **3 years** across three locations (Amsterdam Schiphol, San Francisco, Los Angeles)
- Supporting United in the commitment to reach net zero without offsets by 2050

- **320 kt** (400 million litres) of SAF over a **5 year period**, extending cooperation that started in 2020
- Supporting Deutsche Post DHL Group in achieving the industry-leading target of 30% SAF blending for all air transport by 2030
Global supply chain capabilities and channel partners enable managing growth and serving diverse customer segments

Global supply chain has been expanded... …to serve global customers across the key regions

Network of key airports where Neste MY SAF is available¹

- 7 airports in 2021
- >25 airports in 2023

Distribution and blending hubs

- 2 hubs in 2021
- 5 hubs in 2023

Pipeline deliveries

- US: Colonial and Buckeye Pipeline, SFPP
- Europe: CEPS, CIM, Exolum UK

Selected customers and channel partners:

1) Including airports with over 1 million passengers where branded Neste MY Sustainable Aviation Fuel is available to airline customers, either directly from Neste or via a channel partner; Neste MY SAF is also available at several smaller and general aviation airports.
Neste has a strong foundation for value creation in the growing SAF market

- Leading global SAF production platform and global supply capability
- Integrated and flexible position to efficiently serve diverse customer segments
- Sustainability know-how to create credible offerings for the regulatory and voluntary markets
Capturing value by leading the chemical industry transformation

Matti Lehmus
President and CEO
Our vision of polymers and chemicals in a more sustainable future

Renewable raw materials, e.g. waste and residues

Polymers and chemicals

Products and consumables

机械和化学回收

可再生碳

回收碳
Strong demand growth expected for renewable and circular polymers globally

Global demand outlook

- 3 Mt in 2023
- 17 Mt in 2030
- 26% CAGR

40% renewable, 60% circular

Renewable and circular polymers and chemicals demand outlook, 2030 (Mt/a)

- 3.2 Mt
- 6.1 Mt
- 7.6 Mt

Source: Neste estimations based on ICIS data
Demand driven by consumers, brand owners and regulators

- Rising regulatory pressure
  - European Green Deal considers recycled content quotas
  - US eyes replacing 90% of fossil plastic with bio-based
  - New regulations coming in Asia
  - Global Plastics Treaty taking shape

- Ambitious corporate commitments
  - Sustainability pledges made by industry players
  - Carbon footprint reductions in value chains

- Shifting public awareness
  - Transparency and environmental responsibility prioritized
  - Changing consumer preferences driving demand, especially by younger generations

Demand driven by consumers, brand owners and regulators
Uniquely positioned to capture global demand growth

Focus areas

- APAC and North America
- Increased market reach
- Chemical recycling value chain
Renewable Neste RE™: Established solution with continuously growing partner network

Neste supports **McDonald’s** clear cups pilot program in the US with Neste RE™ feedstock for plastics

Neste RE™ is being used in sensitive medical and food-contact applications, e.g. via **Wellspect** and **FamilyMart**

With help from Neste, **Bugaboo** strollers are produced with bio-based material instead of fossil-based plastics

Targeting various **additional segments** in which more sustainable drop-in solutions can add value.

*Working with leading global brand owners in >8 market segments to offer renewable Neste RE™ via our global network of production partners*
Developing unique capabilities in plastic waste processing to cater to strong circular demand

Volume processed in 2022 and 2023 in total equivalent to >65,000 persons’ plastic waste

In 2022 Neste purchased the European rights to Alterra’s liquefaction technology

Investment to 150 kt upgrading capacity in Porvoo – 135 M€ grant from EU Innovation Fund for Pulse program
Plastic waste → Liquefaction → Pretreatment and upgrading → Plastics Chemicals

- Investment decision taken to increase liquefied plastic waste upgrading capacity to 150 kt/a
- Investment capex 111 MEUR
- The new facility is planned to be completed in the first half of 2025
Renewable Polymers and Chemicals leading the industry transformation

- Proven growth record and unique position to capture further business
- Renewable and circular solutions business on strong development track
- Value chain partnerships drive market and demand growth

Driving future business resilience through synergistic portfolio expansion
Continuing to be the leader in renewable diesel

Katja Wodjereck
Executive Vice President,
Renewable Road Transportation
We need all solutions to combat climate change

Global oil consumption 4,770 Mtoe (2021)

Power-to-liquids and hydrogen hold significant potential for fossil oil displacement in transportation and other sectors in the long-term

Electric vehicles could replace 1,000 Mtoe of oil consumption (2040)

Renewable liquid fuels have the potential to replace up to 1,000 Mtoe of fossil transport fuels (2040)

Oil used in transportation 2,700 Mtoe (2021)

Source: Neste based on IEA World Energy Outlook 2022
Renewable diesel market expected to grow 3x to 30 Mt/a by 2030

**NORTH AMERICA**

- **Steep LCFS target increase in California**
  - 7% in 2023
  - 18% in 2030

**SOUTH AMERICA**

- **Policies emerging in 2020s**, Brazil leading the way

**EUROPE**

- **RED III and Fit-for-55 package**
  - Increasing pressure to decarbonize faster
  - 4% in 2023
  - 11% in 2030

**ASIA-PACIFIC**

- **Policies emerging in 2020s**, end-customers leading the way in reducing emissions

Source: Neste analysis; LCFS: Low-carbon fuel standard, RED III: Renewable energy directive III.
European and North American markets expected to grow also in short to medium term despite recent changes

USA & Canada
• LCFS target increases in California and British Columbia
• LCFS programs introduced to new states
• BTC expected to change to CFPC in 2025

EU
• RED III and effort sharing regulation
• Sweden cuts biofuel mandate in 2024-2026
• High-blend supportive incentives in Italy

Source: Neste analysis; LCFS: Low-carbon fuel standard, BTC: Blenders tax credit, CFPC: Clean Fuel Production Tax Credit
Untapped potential in new geographies and markets

**Mining – Rio Tinto**
Trials Neste MY Renewable Diesel in its US operations

**Railway – Deutsche Bahn**
Buys 17m liters of Neste MY Renewable Diesel

**Denmark – Neste MY available**
Neste MY Renewable Diesel launched in Denmark with Q8
Neste continues as the leader in renewable diesel

Global footprint serving local customers

Example: Global feedstock sourcing and production platform serving our local customers

Trusted by our key customers

6 out of our 10 largest customers in 2022 were already our customers in 2017

Superior sustainability know-how and reliability

Example: Tracing feedstocks beyond collection point ensures supply chain compliance
Neste is creating superior value to our customers and shareholders alike

Renewable fuels needed to combat climate change

Regulation driving demand to grow ~3x by 2030

Neste continues to be the leader in renewable diesel
Transformation ambition supported by strong performance

Markku Korvenranta
Executive Vice President,
Oil Products
Oil Products total refining margin (USD/bbl)

- **1Q 2022**: 10.3 USD/bbl
- **2Q 2022**: 28.0 USD/bbl
- **3Q 2022**: 23.5 USD/bbl
- **4Q 2022**: 21.8 USD/bbl

**Relative competitiveness secured**

- The highest total refining margin USD/bbl in 2022 vs peer group\(^1\)
- Strong home market position retained
- Successful transition to a new crude slate
- Optionality to shift between propane and natural gas in hydrogen production

---

\(^1\) Neste analysis based on published results by Repsol, TotalEnergies, MOL Group, Eni, Phillips 66, Shell, BP, Galp and PKN Orlen
Strategic study on long-term transformation of Neste’s Porvoo refinery continues

~2-4 Mt/a Renewable and circular capacity potential

mid-2030s Ending crude oil refining

by 2035 Carbon neutrality and climate commitments reached
Porvoo refinery has great potential as a renewable and circular site

Transformation value drivers

• Product mix optionality
• Capability to process challenging raw materials
• Competitive capex through use of existing assets
• Value of green hydrogen
• Carbon emission cost reduction

The first steps have already been taken

• Green electrolyser hydrogen project
• Liquified waste plastic upgrading project
• Renewable co-processing on commercial scale
• Energy efficiency and green electricity

Investment timing is modular and flexible, and can be tailored according to market demand
Transformation into renewable and circular solutions supports value creation

- Strong track record on value creation
- Meeting growing demand for renewable and circular solutions
- Reducing emissions to meet climate commitments

Study on transformation continues
Balancing growth and efficiency for value creation

Martti Ala-Härkönen
Chief Financial Officer
Continued strong delivery and management of financial targets

Comparable ROACE, after tax, rolling 12 months (%)

- At the end of March, comparable ROACE was 31.8%, driven by strong results and this clearly exceeds our target of over 15%
- Strong uplift from Oil Products into ROACE in 2022-Q1/2023

Leverage (%)

- Despite significant growth investments in recent years, leverage ratio remains well within guidance of <40%
Neste strategy drives value creation through combining growth with efficiency and long-term competitiveness

Growth and differentiation

- Commercial growth and differentiation
- Growth in renewable and circular capacity
- Feedstock supply growth
- Growth through innovation

Efficiency and long-term competitiveness

- Drive Neste Excellence
  - Digital & data-driven Neste
  - E-to-E process excellence
  - Production excellence
  - Business model optimization

- Improved competitiveness and margin support
Growing cash allocation to growth capex and dividends

Use of cash, MEUR

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends paid</th>
<th>M&amp;A</th>
<th>Growth capex excl. M&amp;A</th>
<th>Maintenance Capex</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>435</td>
<td></td>
<td>233</td>
<td>1,425</td>
</tr>
<tr>
<td>2019</td>
<td>583</td>
<td>307</td>
<td>572</td>
<td>325</td>
</tr>
<tr>
<td>2020</td>
<td>783</td>
<td>190</td>
<td>411</td>
<td>325</td>
</tr>
<tr>
<td>2021</td>
<td>614</td>
<td>249</td>
<td>741</td>
<td>325</td>
</tr>
<tr>
<td>2022</td>
<td>630</td>
<td>175</td>
<td>767</td>
<td>325</td>
</tr>
<tr>
<td>2023E</td>
<td>1,167</td>
<td>175</td>
<td>1,167</td>
<td>325</td>
</tr>
</tbody>
</table>

- Cash-out capex guidance for 2023, excluding M&A, is 1.7–1.8 BEUR
- Cash invested in global operating platform and new renewable businesses to accelerate profitable growth
- M&A increasing part of toolbox since 2020: more than 30 strategic acquisitions since 2020
- Continuing attractive dividends despite market volatility
Investments focusing on renewables and circular solutions

Cash-out investments, MEUR

- Organic growth capex in Renewable Products - from 20% to about 80% of Group investments
- Oil Products investments for safety, productivity, reliability and maintenance only
- Other investments in Marketing & Services network and Group IT infrastructure modernization

1) 2023E capex and M&A estimates based on Q1/2023 outlook and actuals
Significant financial flexibility to support growth

Cash Conversion
(Cash flow from operations\(^1\) / Comparable EBITDA)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comp EBITDA, BEUR</td>
<td>1.8</td>
<td>2.5</td>
<td>1.9</td>
<td>1.9</td>
<td>3.5</td>
</tr>
<tr>
<td>Net debt to EBITDA</td>
<td>0.0</td>
<td>-0.1</td>
<td>-0.2</td>
<td>0.0</td>
<td>0.4</td>
</tr>
</tbody>
</table>

Maximum debt capacity\(^2\), BEUR

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional debt capacity</td>
<td>3.1</td>
<td>3.9</td>
<td>4.0</td>
<td>4.7</td>
<td>4.3</td>
</tr>
<tr>
<td>Net debt, year end</td>
<td>0.0</td>
<td>-0.1</td>
<td>-0.2</td>
<td>0.0</td>
<td>1.3</td>
</tr>
</tbody>
</table>

1) Before net financing items and taxes. 2) With leverage ratio <40%

- Liquid funds and committed, unutilised credit facilities totalling 3.3 BEUR at the end of Q1/2023
New dividend policy allowing flexibility for profitable growth

Dividend history

- Discretionary extraordinary dividend
- Extraordinary dividend
- Ordinary dividend

New dividend policy

Neste’s target is to pay a competitive and over time increasing dividend
Neste capital allocation principles drive long-term value creation and an attractive return to shareholders

- Dividend
  - Competitive, growing dividend

- Growth capex
  - Investments carefully sequenced over time
  - IRR target >15% (>2x WACC)
  - Contribute to climate commitments

- Renewable and circular solutions including innovation platforms
- M&A supporting strategy execution

- Prioritized maintenance capex

1) Discretionary additional dividend 2023 subject to Board decision
Targeting new >350 MEUR value creation by the end of 2026 through Neste Excellence

Neste Excellence achieved 464 MEUR value by 2022, 114 MEUR over the target of 350 MEUR (2018 baseline)

1) Sustained value creation and efficiency improvement until 2026 vs. 2022 baseline

Digital & data-driven Neste

E2E process excellence

Production excellence

Business model optimization

Improved competitiveness and margin support

Continuous improvement in fixed cost efficiency over time

Continuous improvement in NWC efficiency over time

>350 MEUR¹ value potential

¹) Sustained value creation and efficiency improvement until 2026 vs. 2022 baseline
Balancing growth and efficiency for value creation

- Financial targets unchanged, dividend policy updated
- Strong cash flow and balance sheet enabling growth
- Driving efficiency and digitalization to achieve long-term competitiveness
- Capital allocation supporting long-term value creation
Concluding remarks
Global growth and value creation continues

- Strong expansion of RA and RPC businesses
- Continued profitable RRT growth
- Strengthening global feedstock platform by growing the existing pool and developing new raw material sources
- Value creation through flexible business model and operational excellence
- Attractive long-term growth opportunities based on feedstock pool expansion
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>APAC</td>
<td>Asia-Pacific</td>
</tr>
<tr>
<td>BEUR</td>
<td>Billion euro</td>
</tr>
<tr>
<td>BTC</td>
<td>Blender’s Tax Credit in the US</td>
</tr>
<tr>
<td>CAGR</td>
<td>Compound annual growth rate</td>
</tr>
<tr>
<td>Capex</td>
<td>Capital expenditure</td>
</tr>
<tr>
<td>CFPC</td>
<td>Clean Fuel Production Tax Credit</td>
</tr>
<tr>
<td>CO2</td>
<td>Carbon dioxide</td>
</tr>
<tr>
<td>EBIT</td>
<td>Earnings Before Interests and Taxes</td>
</tr>
<tr>
<td>EBITDA</td>
<td>Earnings Before Interests, Taxes, Depreciation and Amortization</td>
</tr>
<tr>
<td>E2E</td>
<td>End-to-end</td>
</tr>
<tr>
<td>FID</td>
<td>Final investment decision</td>
</tr>
<tr>
<td>GHG</td>
<td>Greenhouse Gas</td>
</tr>
<tr>
<td>HEFA</td>
<td>Hydroprocessed Esters and Fatty Acids</td>
</tr>
<tr>
<td>HVO</td>
<td>Hydrotreated Vegetable Oil</td>
</tr>
<tr>
<td>H2</td>
<td>Hydrogen</td>
</tr>
<tr>
<td>IRA</td>
<td>Inflation Reduction Act</td>
</tr>
<tr>
<td>IRR</td>
<td>Internal Rate of Return</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Kt</td>
<td>Kiloton</td>
</tr>
<tr>
<td>LatAm</td>
<td>Latin America</td>
</tr>
<tr>
<td>LCFS</td>
<td>Low Carbon Fuel Standard (in US)</td>
</tr>
<tr>
<td>MEUR</td>
<td>Million euro</td>
</tr>
<tr>
<td>Mt/a</td>
<td>Million tons per annum</td>
</tr>
<tr>
<td>MtCO2e</td>
<td>Million tons CO2 equivalent</td>
</tr>
<tr>
<td>M&amp;A</td>
<td>Mergers and Acquisitions</td>
</tr>
<tr>
<td>M&amp;S</td>
<td>Marketing &amp; Services business unit</td>
</tr>
<tr>
<td>NAM</td>
<td>North America</td>
</tr>
<tr>
<td>Neste RE</td>
<td>A raw material for plastics production that is made entirely out of renewable and recycled raw materials</td>
</tr>
<tr>
<td>NVO</td>
<td>Novel vegetable oils</td>
</tr>
<tr>
<td>NWC</td>
<td>Net working capital</td>
</tr>
<tr>
<td>P2X</td>
<td>Power-to-X</td>
</tr>
<tr>
<td>RA</td>
<td>Renewable Aviation (business unit)</td>
</tr>
<tr>
<td>RD</td>
<td>Renewable diesel</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and development</td>
</tr>
<tr>
<td>RED III</td>
<td>EU Renewable Energy Directive III</td>
</tr>
<tr>
<td>ROACE</td>
<td>Return on average capital employed</td>
</tr>
<tr>
<td>RPC</td>
<td>Renewable polymers and chemicals</td>
</tr>
<tr>
<td>RRT</td>
<td>Renewable Road Transportation (business unit)</td>
</tr>
<tr>
<td>SAF</td>
<td>Sustainable Aviation Fuel</td>
</tr>
<tr>
<td>US</td>
<td>United States</td>
</tr>
<tr>
<td>USD/bbl</td>
<td>US dollars per barrel</td>
</tr>
<tr>
<td>UCO</td>
<td>Used cooking oil</td>
</tr>
<tr>
<td>WACC</td>
<td>Weighted Average Cost of Capital</td>
</tr>
<tr>
<td>W&amp;R</td>
<td>Waste and residues feedstock</td>
</tr>
<tr>
<td>YTD</td>
<td>Year-to-date</td>
</tr>
</tbody>
</table>
Breakout sessions
Renewables supply chain value creation

Themes in this breakout session

• Renewables feedstock strategy
• Ongoing growth projects
• Renewable Road Transportation

Team answering your questions

Carl Nyberg  
EVP, Renewables Platform

Martti Ala-Härkönen  
EVP, CFO

Katja Wodjereck  
EVP, Renewable Road Transportation
Renewable Aviation deepdive

Themes in this breakout session

- SAF demand outlook
- SAF customers
- SAF business model

Team answering your questions

Matti Lehmus
President and CEO

Sami Jauhiainen
Acting EVP, Renewable Aviation
Long-term growth initiatives

Themes in this breakout session

- Innovation Business Platforms
- Porvoo transformation study
- Renewable Polymers & Chemicals

Team answering your questions

Markku Korvenranta
EVP, Oil Products

Lars Peter Lindfors
EVP, Innovation