

Betolar Plc Financial Statements Release 2025

For the financial period 1 January–31 December 2025



Betolar Plc's Financial Statements Release for 1 January–31 December 2025 (unaudited)

Betolar Plc's Financial Statements Release 1–12/2025: Record high order intake and success in metal extraction

October–December 2025 in brief

- Net sales amounted to EUR 311 thousand (210 thousand)
- EBITDA amounted to EUR -617 thousand (-1,193 thousand)
- Cash and cash equivalents and short-term fund investments at the end of the period amounted to EUR 6,715 thousand (8,987 thousand)
- Liquidity and undrawn grants at the end of the period amounted to EUR 7,681 thousand (14,159 thousand)
- Order intake amounted to EUR 1,493 thousand (271 thousand)
- The number of new NRE projects was 1 (5)
- The average number of personnel during the period was 31 (37)

January–December 2025 in brief

- Net sales amounted to EUR 946 thousand (762 thousand)
- Gross margin amounted to EUR 724 thousand (564 thousand)
- EBITDA amounted to EUR -3,709 thousand (-5,816 thousand)
- Operating profit (loss) was EUR -5,840 thousand (-7,964 thousand)
- Profit for the financial period amounted to EUR -6,085 thousand (-7,732 thousand)
- Earnings per share were EUR -0.28 (-0.36)
- Cash and cash equivalents and short-term fund investments at the end of the period amounted to EUR 6,715 thousand (8,987 thousand)
- Liquidity and undrawn grants at the end of the period amounted to EUR 7,681 thousand (14,159 thousand)
- Order intake amounted to EUR 2,327 thousand (1,003 thousand)
- The number of new NRE projects was 9 (11)
- The average number of personnel during the period was 32 (46)

Guidance for 2026

- Net sales for 2026 is expected to grow significantly compared to the previous year.

Financial targets

- Achieving positive EBITDA by the end of Q4/2027.

Key events in the 2025 financial period

- Betolar Plc receives a significant order for an infrastructure project (10/25)
- Betolar and Jetcrete accelerate the adoption of low-carbon shotcrete in Australia (9/25)
- Betolar and Nordkalk collaborate to commercialize tailings-based circular calcite (9/25)
- Betolar develops low-carbon mining solution for Mandalay Resources and enters Australia's leading mining market (7/25)
- Betolar's new metal extraction technology to support Anglo American's drive towards circularity (6/25)

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- Building the Future from Waste – high-performing green cement revolutionizes the industry (6/25)
- Betolar to develop cementless rockfill solution for Canadian Royalties Inc. (4/25)
- Betolar strengthens Finland's and EU's self-sufficiency in critical and strategic raw materials: Betolar's newly developed innovative method combines the separation of metals from waste material with the production of green cement (4/25)
- 99% yield confirmed in metal extraction (4/25)
- Betolar has been granted a patent for a climate cabinet that standardizes the storage conditions of test samples (3/25)
- Betolar studied the circular economy use of ashes generated from Alva-yhtiöt energy production using the SidePrime analysis service (2/25)
- The world's lowest-emission hollow core slabs developed by Betolar and Consolis Parma entered production phase (1/25)
- Amir Wafin has been appointed to the Management Team as Executive Vice President, Circular Materials (12/2025)
- Betolar updates business and financial targets (12/2025)
- Change to Betolar's Financial Calendar and the date of the Annual General Meeting 2026 (12/25)
- Betolar applies for trading of its shares on to the OTCQX marketplace in the United States (12/25)
- Betolar's financial calendar and annual general meeting in 2026 (9/25)
- Composition of Betolar Plc's Shareholders' Nomination Board (8/25)
- The Board of Directors of Betolar Plc resolved incentive plans for key employees of the Group (6/25)
- Betolar Capital Markets Day 2025: Significant Value from unutilized Industrial Sidestreams (5/25)
- Jyri Talja has been appointed as the new Chief Growth Officer and invited to join the Management Team as of 23 April 2025 (4/25)
- The Annual General Meeting was held on 27 March 2025 (3/25)
- Betolar updates its financial targets (2/25)

Key events after financial period

- Trading in Betolar's shares will begin on 20 January 2026 on the OTCQX International marketplace in the United States (1/26)
- Betolar Plc's Shareholders' Nomination Committee's proposals to the Annual General Meeting 2026 (1/26)

Betolar's consolidated financial statements for the year that ended 31 December 2025 have been prepared in accordance with the International Financial Reporting Standards (IFRS) and Interpretations Committee (IFRIC) in force on 31 December 2025.

The figures in parentheses in this report refer to the comparison period, i.e. the same period in 2024, unless otherwise specified. The figures for the comparison period are based on the audited financial statements. All figures are according to IFRS accounting standards.

The Board of Directors' proposal on the use of distributable unrestricted shareholders' equity

The Board of Directors proposes that no dividend be distributed for the financial period 1 January–31 December 2025 and that the loss for the financial period be carried over under retained earnings. The company has no distributable unrestricted equity.

CEO Tuija Kalpala comments on the financial period 2025

The year 2025 strengthened Betolar's position as a materials technology and circular economy company that builds scalable solutions for utilizing industrial sidestreams. We focused on our three core areas: industrial sidestreams, the mining and metals industry, and concrete solutions for construction. We achieved clear results and new openings in all of them.

We made a significant breakthrough in metal extraction technology. We developed a new technology that can recover critical and strategic metals from industrial sidestreams and mine tailings with up to 99% yield. We received our first order from Anglo American's Sakatti project, where the goal is to produce circular economy cement from mine tailings for the mine's own needs. This is concrete proof of the value creation our metal extraction technology brings to the mining industry.

We increased awareness of our metal extraction technology in Europe and Asia and filed eight patent applications to protect the technology, covering both different metallurgical slags and the production of cement-replacing binder. At the same time, international demand for low-carbon mining solutions increased, and we advanced low-carbon and fully cement-free shotcrete and rockfill solutions.

In industrial sidestreams, we strengthened our international procurement and logistics capabilities and increased sales of blast furnace slag, particularly in India. In addition, we built a complete supply chain for blast furnace slag for the Finnish market and advanced research projects. The development of the Sideprime™ analysis service and AI-based data platform improves our ability to identify the true value and potential uses of sidestreams. At the same time, we are evaluating new opportunities to process sidestreams into higher value-added products.

In our low-carbon concrete solutions, we shifted our focus to low-carbon infrastructure construction, where we see growing demand. At the end of the year, we received the largest order in the company's history for an infrastructure-related project, which serves as an opening for possible broader cooperation.

In December, we announced our updated business and financial targets. Our goal is to scale our metal extraction technology to an industrial scale and grow the business in material sales, which aims to replace cement in construction and infrastructure projects, among other things. In connection with the update of our business targets, we set our financial target to achieve a positive EBITDA by the end of 2027.

I would like to thank our customers, partners, investors, and above all, our employees. The year 2025 showed that our approach based on material technology and the circular economy is generating interest and providing us with a strong foundation for 2026.

Key figures

Key indicators for the Group

(EUR thousand, unless otherwise specified)	10-12/ 2025	10-12/ 2024	7-12/ 2025	7-12/ 2024	2025	2024
Financial indicators						
Net sales	311	210	529	486	946	762
Gross margin ¹			416	347	724	564
EBITDA ^{1,2}	-617	-1,193	-1,587	-2,167	-3,709	-5,816
Operating profit			-2,716	-3,299	-5,840	-7,964
Earnings before interest and taxes			-2,860	-3,228	-5,932	-7,798
Profit (loss) for the financial period			-3,046	-3,198	-6,085	-7,732
Earnings per share, basic and diluted, EUR ^{1,2,3}			-0.14	-0.15	-0.28	-0.36
Cash and cash equivalents and short-term fund investments (at the end of the period) ^{1,2}	6,715	8,987	6,715	8,987	6,715	8,987
Liquidity and undrawn grants (at the end of the period) ^{1,2}	7,681	14,159	7,681	14,159	7,681	14,159
Operational indicators						
Order intake (EUR thousand) ^{1,2}	1,493	271	1,807	508	2,327	1,003
Number of new NRE projects ^{1,2}	1	5	4	6	9	11
Personnel (average number during the financial period)	31	37	32	40	32	46

- 1) Betolar uses certain indicators (gross margin, EBITDA, earnings per share, cash and cash equivalents and short-term fund investments, liquidity and undrawn grants, order intake, and number of new NRE projects) as indicators of operational profitability and business performance. The definitions and calculation formulas of these indicators can be found in the appendix to the report.
- 2) Betolar uses certain indicators (EBITDA, cash and cash equivalents and short-term fund investments, liquidity and undrawn grants, order intake, and number of new NRE projects) as quarterly indicators of operational profitability and business performance. The definitions and calculation formulas of these indicators can be found in the appendix to the report.
- 3) The number of shares used in the calculation of earnings per share at the end of the period and average number of shares during the period with comparative data: 31.12.2025: 21,567,570 shares, 1-12/2025: 21,567,570 shares, 7-12/2025: 21,567,570 shares, 31.12.2024: 21,567,570 shares, 1-12/2024: 20,587,226 shares, 7-12/2024: 20,587,226 shares.

Business Review

In 2025, Betolar focused on three business areas: industrial sidestreams, the mining and metals industry, and concrete solutions for construction.

Industrial sidestreams

Betolar supplies its customers with circular economy materials, such as blast furnace slag, with the aim of reducing their carbon footprint and promoting a sustainable circular economy. In addition, Betolar's sidestream analysis service (Sideprime™) enables industrial companies to evaluate the potential uses of sidestream materials generated in their operations. The sidestream analysis service enables more efficient pre-mapping of multiple sidestreams and, consequently, more extensive recipe development and testing of selected sidestreams.

Betolar continued to develop its industrial sidestream business and focused on strengthening its international procurement and logistics capabilities. Sales of blast furnace slag in the Indian market grew due to an established customer base and partners. Betolar brought the first batch of blast furnace slag to Finland and succeeded in building the first complete supply chain for blast furnace slag in the Finnish market. In addition, Betolar received its first blast furnace slag order in Finland.

Betolar launched new industrial sidestream research projects, such as a joint research project with Nordkalk. The aim of the project is to increase the utilization opportunities for tailings-based circular calcite in mining and construction industry solutions. Betolar also continued developing its AI-based data platform to better support customers in identifying value creation opportunities.

In addition, Betolar actively explored opportunities for further processing, refining, and commercializing of industrial sidestreams, with the aim of strengthening its position in the industrial sidestream value chain and enabling higher-value utilization of these materials, for example, as cement-replacing binders.

Mining and metals industries

Betolar offers solutions for the mining and metal industries for metal extraction and recovery from metal industry slag and mining industry tailings. The process also produces circular economy cement, which can be used in cement-replacing solutions. Additionally, Betolar's offering covers solutions for shotcrete, paste backfill, cementless rockfill, and stabilized dry stacking.

Business grew in the mining and metal industry due to new customer projects in the mining sector. Betolar continued executing customer projects related to low-carbon (CEM III) and completely cement-free shotcrete, as well as rockfill solutions. These projects include, in addition to Finland, orders from Mandalay Resources in Australia and Canadian Royalties Inc. in Canada, which are related to the development of low-carbon and completely cement-free rockfill solutions.

Sales efforts for the new metal extraction technology progressed efficiently in Europe and Asia. In addition, the company advanced the development of a proof of concept and metal extraction processing plant. In June, Betolar received its first order related to the metal extraction technology from Anglo American. The aim of the project is to utilize Betolar's metal extraction technology and circular economy cement production in the Sakatti copper-nickel multi-metallic project in Sodankylä, Finland.

In June, Betolar announced a new metal extraction technology, which is suitable for large material flows involving metallurgical slag and several other industrial sidestreams, including mine tailings. In connection with this, Betolar has conducted dozens of smelting tests with Finnish universities, its own innovation center, and a Swedish pilot-scale partner.

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Concrete solutions for construction

In concrete solutions for construction, Betolar offers low-carbon solutions, recipes, and optimization services for the construction industry and infrastructure construction. Towards the end of the year, the focus of the business shifted to infrastructure construction, where demand is being driven by growing investments and the need for sustainable solutions. In the long term, the construction business creates a foundation for Betolar's own cement-replacing binder production customer base and markets.

At the end of the year, Betolar received an order worth approximately EUR 1.4 million from two Finnish companies for an infrastructure project based on Betolar's innovation. The project is the first phase of a broader initiative, focusing on assessing the suitability of Betolar's innovation in the use cases and conducting preliminary testing. Decisions regarding subsequent phases of the project will be made based on the results of this first phase.

In January, Betolar and Parma Oy, a Finnish company belonging to the Consolis Group, signed a three-year license and supply agreement. The agreement includes the exclusive right to manufacture hollow-core slabs in Finland using concrete recipes based on Betolar's Geoprime® solution. The agreement also includes a right of first refusal and exclusive rights for other Consolis Group companies operating in 17 different countries to adopt the Geoprime® solution developed by Betolar in the manufacture of hollow-core slabs and certain other concrete products. The agreement is a continuation of extensive development work and certification, in which Betolar's technology achieves 75% lower emissions compared to traditional solutions in widely used construction elements.

In addition, during the period, Betolar conducted two pilots in concrete product and element production in the Middle East and North America. In addition the company launched the Optimize recipe optimization service, which minimizes cement use and carbon footprint utilizing material database and artificial intelligence. The service is aimed at concrete manufacturers seeking to reduce their production costs and carbon dioxide emissions from production. In the first customer project, a 6% cost saving and a 15% smaller carbon footprint were achieved on top of an already well-functioning and economical recipe.

Business environment and market review

Mining and Metal Industry

Betolar has developed a metal extraction technology based on the smelting of industrial sidestreams. The method extracts valuable metals from slag and/or tailings, leaving behind material that can be used as a cement-replacing alternative binder. The method has been successfully tested on various types of slag, tailings, and leaching residues.

Betolar's target market consists of various ferroalloy smelters and steel mills in the metallurgical industry. Based on the company's estimate, there are approximately 30 potential customers among ferrochrome smelters, approximately 20 among ferromanganese smelters, and approximately 50 among stainless steel smelters. Steel smelters using basic oxygen furnaces (BOF), electric arc furnaces (EAF), and DRI/EAF slag offer the greatest commercialization potential, as there are approximately 1,000 steel smelters worldwide that utilize these processes.

In addition to metallurgical slag, metal extraction technology is also suitable for processing tailings, which are owned by thousands of companies.

Industrial sidestreams and cement-replacing solutions

Betolar's target market consists of low-carbon and cement-replacing solutions in the mining industry and construction. The traditional concrete construction market is dominated by Portland cement-based concrete applications. Portland cement is widely preferred because it is readily available and meets local and international cement standards. Betolar's solutions are based on geopolymers and other alternative binders that replace Portland cement and are taking market share from cement.

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The progress of the green transition and the demand for low-carbon solutions are affecting the target market, as are developments in regulation, such as construction standards and waste legislation. Existing and new mining projects need more environmentally-friendly solutions for extraction, especially to avoid the generation of sidestreams.

The market position of traditional Portland cement remains strong, but challenges related to emissions, costs, and the availability of raw materials increase interest in blended cements and alternative binders, especially in certain applications. Demand for and international trade in SCM materials (Supplementary Cementitious Materials) is increasing. The importance of the business based on these materials and strategic value chain roles is expected to grow in the future, which will increase the size of Betolar's target market. Betolar's target market is also influenced by the need to improve the recovery of strategic and critical metals and by demand in the construction sector.

Regulation and standardization continue to support low-carbon solutions. In the medium term, there are signs of future changes in the introduction and approval of SCM materials that replace cement, particularly towards performance-based approval criteria instead of traditional percentage-based limit values, which will support the wider use of alternative materials in the future.

Market development continues to be characterized by long implementation and approval cycles, and the importance of pilot projects and commercial references is emphasized in Betolar's target markets and material-based solutions. The structural growth of the SCM market creates opportunities to strengthen our position in the material value chain.

The competitive environment

The competitive landscape for Betolar's cement-replacing material technology and commercialized low-carbon applications consists of three main categories and their players: traditional Portland cement and technologies for reducing emissions from its production, low-carbon cement blends, and alternative binders such as alkali-activated geopolymers.

Portland cement production is highly energy- and emission-intensive and consumes large amounts of virgin raw materials, especially limestone. Traditional cement producers are also researching carbon dioxide capture in the cement production process to reduce carbon dioxide emissions, but the solutions are still expensive. One existing alternative way to reduce emissions is to permanently bind carbon dioxide captured from industrial emissions into concrete.

The second category consists of producers of low-carbon cement blends. In low-carbon cement blends, part of the cement is replaced mainly with either ground granulated blast furnace slag, which is a sidestream of the steel industry, or fly ash. However, the challenge with cement blends is that cement can only be replaced with blast furnace slag up to a certain point, which also limits the reduction in emissions.

The third category consists of alternative binders that can significantly reduce carbon dioxide emissions by up to 80% or more and reduce the use of virgin natural resources when cement is completely replaced by industrial sidestreams.

Betolar stands out from its competitors with its business model and flexible technology, which allows different industrial sidestreams to be utilized locally. The low-carbon shotcrete and rockfill solutions developed for the mining industry are pioneers in the market. Betolar also has a strong IPR strategy and continues to develop its artificial intelligence platform to advance as a pioneer in sustainable materials.

The competitive environment remained very challenging during the year. As a rule, customers are not prepared to pay extra for low-carbon solutions, which makes it difficult to sell more environmentally-sustainable solutions.

Financial review

Net sales

July–December 2025

The Group's net sales in July–December 2025 increased from the comparison period and amounted to EUR 529 thousand (7-12/2024: 486 thousand).

During the period, 28% of revenue came from license and materials sales, and 72% of revenue came from sales related to customer pilots and research service projects.

Geographically, net sales were distributed as follows: EMEA (Europe, Middle East, Africa) 65% (74%), APAC (Asia Pacific) 35% (26%), and Americas 0% (0%).

January–December 2025

The Group's net sales for January–December 2025 increased compared to the comparison period and amounted to EUR 946 thousand (2024: 762 thousand).

During the period, 30% of revenue came from license and materials sales, and 70% of revenue came from sales related to customer pilots and research service projects. Other operating income for the period was EUR 1,414 thousand (947 thousand) and consisted mostly of business grants.

Geographically, net sales were distributed as follows: EMEA (Europe, Middle East, Africa) 65% (76%), APAC (Asia Pacific) 33% (24%), and Americas 2% (0%).

Financial result

July–December 2025

Gross margin for July–December 2025 was EUR 416 thousand (7-12/2024: 347 thousand) and EBITDA was EUR -1,587 thousand (-2,167 thousand). Other operating income had a positive impact on the result and totaled EUR 773 thousand (440 thousand). Personnel expenses were EUR 1,574 thousand (1,808 thousand) and other operating expenses were EUR 1,202 thousand (1,146 thousand). Depreciation, amortization, and impairment amounted to EUR 1,130 thousand (1,132 thousand).

The Group's operating profit was EUR -2,716 thousand (-3,299 thousand). Net financial income and expenses were EUR -144 thousand (71 thousand). Earnings before taxes and interest were EUR -2,860 thousand (-3,228 thousand). The result for the financial period was EUR -3,046 thousand (-3,198 thousand).

January–December 2025

The gross margin amounted to EUR 724 thousand (2024: 564 thousand), and EBITDA improved by EUR 2,107 thousand to EUR -3,709 thousand (-5,816 thousand). Other operating income had a positive impact on the result and totaled EUR 1,414 thousand (947 thousand).

Personnel expenses decreased from the comparison period and amounted to EUR 3,522 thousand (4,717 thousand) and other operating expenses amounted to EUR 2,325 thousand (2,610 thousand).

Depreciation, amortization, and impairments amounted to EUR 2,130 thousand (2,148 thousand).

The Group's operating profit for January–December 2025 amounted to EUR -5,840 thousand (-7,964 thousand).

Net financial income and expenses totaled EUR -93 thousand (166 thousand).

Earnings before taxes and interest were EUR -5,932 thousand (-7,798 thousand). The result for the financial year was EUR -6,085 thousand (-7,732 thousand).

Financial position and cash flows

Betolar's balance sheet total at the end of the financial period was EUR 12,164 thousand (31 December 2024: 15,067 thousand). Equity amounted to EUR 2,214 thousand (8,149 thousand). The equity ratio at the end of the financial period stood at 18 (54) per cent.

At the end of the financial period, the Group's net debt was EUR 1,846 thousand (-3,430 thousand) and the net gearing ratio was 83 (-42) per cent.

Cash flow from operating activities in January–December 2025 was EUR -3,844 thousand (1-12/2024: -6,442 thousand). Net cash flow from operating activities was affected by a decrease in personnel costs and other operating expenses.

The cash flow from investments amounted to EUR 737 thousand (5,656 thousand). Cash flow from investing activities includes investments in other investments, withdrawals from short-term fund investments and investments in the company's tangible and intangible assets.

Cash flow from financing activities amounted to EUR 2,221 thousand (1,931 thousand). Cash flow from financing activities includes EUR 2,500 thousand in long-term loan drawdowns, EUR -116 thousand in short-term loan repayments, and EUR -163 thousand in lease repayments.

Betolar's short-term fund investments at the end of the period totaled EUR 5,513 thousand (6,889 thousand). Cash and cash equivalents at the end of the period were EUR 1,202 thousand (2,088 thousand) and the change in cash and cash equivalents was EUR -886 thousand (1,145 thousand). Total cash and cash equivalents and short-term fund investments were EUR 6,715 thousand (8,987 thousand).

Betolar has received public financing for research and development. Business Finland granted Betolar EUR 2,700 thousand for a research and development project on alternative sidestreams during financial year 2023. The remaining EUR 712 thousand of the grant remains undrawn, and the remainder will be drawn down at the end of the project in 2026.

In January 2025, the company withdrew the last instalment of EUR 2,500 thousand from a EUR 7,000 thousand loan from the Climate Fund.

In 2024, Finnpartnership awarded the company a grant of EUR 370 thousand to pilot the prefabrication of hollow-core slabs in Malaysia. The project will end in early 2026, after which the portion of the grant corresponding to the actual costs incurred will be drawn down.

Investments

Investments in tangible and intangible assets totaled EUR 1,155 thousand (2024: 1,396 thousand). Investments consisted almost exclusively of the capitalization of development expenditure and accounted for 17 (18) per cent of total operating expenses.

Technology development

In 2025, Betolar strengthened its technology portfolio in the sidestream, mining, and metal industries by, among other things, developing new technology for value fraction recovery processes from unused slag in the metal industry and tailings in the mining industry. A significant feature of the new technology is that the method is suitable for large material flows involving metallurgical slag and several other industrial sidestreams, including mining tailings. The remaining material can be used as a cement-replacing binder.

Research and development activities have focused strongly on the design and preparation of a proof of concept for the metal extraction technology and on the mapping and testing of new material options such as mine tailings and unutilized slags. In terms of mining industry product applications, the focus was on developing rockfill and shotcrete solutions.

Metal extraction and circular economy cement

Betolar performed thermodynamic modeling for several slags and continued laboratory-scale tests with ferrochrome and AOD slags. Pilot-scale tests confirmed the effectiveness of the method with ferrochrome and stainless-steel slags, achieving 99% metal recovery and extremely high-quality circular economy cement.

The technological readiness of the method is based on a combination of several factors: thermodynamic equilibrium modeling of slags, in-house and external melting/reduction tests, microstructure examination, proprietary AI-assisted slag composition modeling, and the company's experts' strong know-how in geopolymers binders.

All the above experimental results are consistent with the modeling results. In the tests, metal yields and reduction rates have been consistently very high, up to 99 percent. The method utilizes slag chemistry and thermodynamics in a way that enables energy-efficient processing at lower temperatures. In addition, the method allows viscosity to be controlled, enabling high metal yields and optimizing the composition of the circular economy cement.

The technology also enables the purification of residual slag from harmful substances, allowing it to be used, for example, as a high-quality cement or blast furnace slag equivalent binder. According to test data collected in the spring, the 28-day compressive strength of this circular economy cement fully matches the performance of traditional Portland cement and clearly exceeds the strength of binders made from blast furnace slag. Its high reactivity and excellent activity index make it a competitive alternative for a wide range of construction and mining applications.

The developed technology does not require significant additional energy, making the solution cost-effective and low in emissions. In the process, molten slag is supplemented with suitable industrial sidestreams, allowing metals to be separated and the right binder composition to be achieved. In the same process, oxide metals are also reduced using specific methods. Betolar has succeeded in separating the following valuable fractions from sidestreams with high yield on a laboratory scale: chromium, iron, nickel, vanadium, and manganese, some of which are critical and/or strategic elements, and to produce the above-mentioned binders while reducing the amount of slag that ends up as waste.

Betolar began cooperation with two universities that are conducting laboratory-scale smelting tests, material characterization, and thermodynamic calculations. In addition, Betolar has conducted dozens of smelting tests using its own innovation center and a pilot-scale partner.

Industrial sidestreams and mining industry product applications

During the period, Betolar developed rockfill solutions for several customers in Finland, Canada, and Australia using locally-available sidestreams and other materials. The solutions are either cement-free or significantly reduce the use of cement compared to the customer's reference solution. During the period, Betolar successfully completed a full-scale pilot with a completely cement-free rockfill solution.

During 2024, Betolar developed a CEM III-based shotcrete solution. During 2025, Betolar developed the cement-free shotcrete solution and conducted several pilot tests.

During the period, Betolar carried out pilot-scale tests in collaboration with the Geological Survey of Finland and Finnish Minerals Group Ltd.'s Sokli mining project related to the development of a stabilized dry stacking solution. The solution eliminates the environmental risks associated with tailings.

Betolar and Balsam Laboratory, a leading supplier of tunnel construction solutions, carried out a joint development project with the aim of utilizing fine crushed rock from tunnel drilling in tunnel construction. Sustainable, low-carbon circular economy solutions will improve resource efficiency and reduce cement consumption.

Data platform and ecosystem

Betolar systematically collects data from material research and laboratory tests, which enables the development of AI tools that streamline research work. AI tools can be used, among other things, to predict the behavior of raw materials and recipes, and to optimize developed recipes. During the period, Betolar expanded the use of recipe optimization in its own product development and launched the Optimize recipe optimization service. In addition, the data platform was developed to support the development of metal extraction technology.

Patent portfolio

Betolar filed eight patent applications related to its metal extraction technology, covering various sidestreams, metal separation and recovery from them, various processing options, and alternative binders.

Betolar's patent portfolio grew by four new patents during the year. First, Betolar was granted a patent in Indonesia for the stabilization of road and foundation structures. Betolar was also granted a patent in Chile for a user interface. The patent describes a system that receives information about, for example, raw materials suitable for concrete production, and uses this information to determine the recipe for achieving the desired properties. The system utilizes machine learning to optimize recipes and enables automatic order requests to raw material suppliers. In addition, Betolar was granted a patent in Finland for a method that enables cost-effective solid-liquid separation of sludge from the mining industry, reducing water consumption and improving process efficiency. Betolar was also granted a patent in the United States for the neutralization of waste incineration ash and the recycling of valuable materials, acquired from MetalCirc Oy. Betolar has 23 active patent families consisting of 49 granted patents, and the company also has a significant number of inventions in the process of being patented to support the needs of the mining and metals industry.

Strategy and Business Models

Betolar's strategy focuses on developing and commercializing low-carbon solutions, particularly in the mining and construction industries. The company's goal is to reduce carbon dioxide emissions and the use of virgin natural resources by utilizing industrial sidestreams. In addition, the company is continuously developing its AI-based data platform, which accelerates solution development and creates value from industrial sidestreams.

During 2025, Betolar has focused on developing solutions for the metal and mining industries in line with its strategy. In the early part of the year, the company made significant progress in developing its metal extraction technology. The technology enables the recovery of metals from unused slag in the metal industry and tailings in the mining industry. The material remaining from the process can be used as a cement-like binder ("**circular economy cement**"). The method does not generate any waste. The company's goal is to scale the metal extraction technology to an industrial level and grow its business in material sales, which aims to replace cement in infrastructure projects and construction, among other things. At the same time, Betolar has purposefully strengthened its position in the circular economy value chain by developing solutions that generate both environmental and economic value from industrial sidestreams.

Betolar's business model emphasizes the following focus areas:

License-based technology solution sales

- The technologies Betolar has developed for metal extraction and Geoprime materials are offered to customers as license agreements that generate continuous revenue through volume-based license and material fees.

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- Fees may be based, for example, on the volume of material processed or the value added. License agreements can also be linked to measurable environmental impacts, such as emission reductions or benefit-sharing models, in which case the fees reflect the actual sustainable benefit to the customer.

Sales of circular economy materials, such as blast furnace slag and other industrial sidestreams

- The company sells blast furnace slag to customers for use in concrete solutions that replace cement.
- Betolar commercializes and sells new, unutilized industrial sidestreams, such as metals generated as products of the metal extraction process and circular economy cement.

Sales of research service projects (NRE, non-recurring engineering) and analysis services

- The company offers research and development services (Non-Recurring Engineering, NRE) tailored to the needs of industry, particularly the mining and metal industries and owners of process industry sidestreams.
- The company offers customers services such as sidestream analysis and commercialization. This includes determining the amount of sidestreams, analyzing their value and potential benefits, and designing solutions for processing them into value-added products or materials.

Betolar believes it is better positioned than other players in the industry to meet the needs of research and commercialization of alternative binders. The company has a globally scalable business model, extremely strong metal extraction technology, geopolymers and sidestream expertise, and a competitive advantage in the form of a data-based business ecosystem. The company focuses on the systematic utilization of data in its product development processes. The success of the strategy emphasizes the development and commercialization of untapped industrial sidestreams. The company continuously evaluates opportunities to improve its position in the value chain and in scalable customer segments in rapidly developing markets.

Business and Financial Targets

On December 16, 2025, Betolar's Board of Directors set the following business targets for the coming years (2026–2028):

- Implementation and scaling of proof of concept for metal extraction technology on an industrial scale using metal industry slag and mining industry tailings, and securing commercial agreements related to metal extraction technology with the aim of achieving billion euro-level revenue in the long term
- Strengthening and growing the value chain of circular economy materials, particularly regarding the procurement and sale of blast furnace slag

In line with the update of its business objectives, Betolar's Board of Directors has also decided to set a financial target of achieving positive EBITDA by the end of Q4/2027.

This financial target has been set to reflect the company's refined business priorities. Betolar does not consider financial targets to be earnings guidance for any single year.

Near-term risks and uncertainties

Economic cycles and prevailing uncertainty affect demand for Betolar's products and services, posing a risk to the implementation of Betolar's growth strategy. Geopolitical risks and global instability may affect Betolar's markets and expose the company to business risks.

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The widespread adoption of Betolar's solutions and ensuring their profitability require commercial, financial, and technical success in projects. The clear phasing of implementation and continuous customer support significantly reduce the risk of failure in implementation projects.

Betolar also aims to offer alternative, non-commercialized industrial sidestreams and technologies for utilizing them alongside or instead of blast furnace slag. The biggest risk associated with industrial sidestreams and other alternative materials is that they are not defined in existing construction standards and therefore need to be further processed or find other uses than construction.

Regarding liquidity risk, the objective is to secure sufficient liquid assets to finance operations and repay maturing loans. The company will continuously assess and monitor the level of funding required for its operations to achieve the above objective.

Betolar's most significant risks and business uncertainties are described in more detail in the Report of the Board of Directors in the annual report.

Personnel and offices

The Group employed an average of 32 (1-12/2024: 46) people during the period. At the end of the period, the Group employed 29 people (31 December 2024: 36), of whom 28 (35) worked in Finland and 1 (1) outside of Finland. In Finland, the company has an office in Espoo and innovation center in Kannonkoski. In addition, the Group has a subsidiary in India.

The decrease in personnel numbers is mainly attributable to cost structure adjustment measures implemented during the second half of the year.

Governance

The Board of Directors and committees

The members of Betolar's Board of Directors on 31 December 2025 were Anders Dahlblom (Chairman), Jan-Elof Cavander (member), Kalle Härkki (member), Soile Kankaanpää (member), Juha Leppänen (member) and Inka Mero (member).

The Betolar Board of Directors has two standing committees: the Audit Committee and the Personnel and Remuneration Committee. The Audit Committee is chaired by Jan-Elof Cavander, with Anders Dahlblom, Kalle Härkki, and Soile Kankaanpää as members. The members of the Audit Committee are independent of the company and its significant shareholders, except for Jan-Elof Cavander and Anders Dahlblom, who are dependent on a major shareholder of the company. The Personnel and Remuneration Committee is chaired by Anders Dahlblom, with Soile Kankaanpää and Inka Mero as members. The members of the Personnel and Remuneration Committee are independent of the company and its significant shareholders, except for Anders Dahlblom, who is dependent on a major shareholder of the company.

Shareholders' Nomination Board

The composition of the Betolar Shareholders' Nomination Board was determined on 1 August 2025 based on the holdings entered in the shareholders' register, and its composition was announced on 20 August 2025.

The Nomination Board consists of four members, of whom the four largest shareholders of the company are each entitled to nominate one member. The Nomination Board also includes the Chairman of the Board of Directors as an expert member.

The members of the Nomination Board at the end of the period were: Alexander Ehrnrooth, Chairman of the Shareholders' Nomination Board, representing the shareholder Nidoco Ab; Juha Leppänen, shareholder; Olli-Pekka Kallasvuo, representing the shareholder Ajanta Innovations Oy; and Karoliina

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Lindroos, representing the shareholder Ilmarinen Mutual Pension Insurance Company. The Nomination Board also includes Anders Dahlblom, Chairman of the Board of Directors of Betolar, as the expert member.

The Committee's task is to prepare and present annually to the Annual General Meeting and, if necessary, to the Extraordinary General Meeting proposals on the composition of the Board of Directors and remuneration. The Nomination Committee is also responsible for identifying candidates to succeed the members of the Board of Directors and for preparing the principles of Board diversity.

Auditor

The company's auditor is PricewaterhouseCoopers Oy, with Maija Ant-Wuorinen, Authorized Public Accountant, as the responsible auditor.

CEO and Management Team

The members of the Betolar Management Team on 31 December 2025 were Tuija Kalmala (CEO and President), Mikko Wirkkala (Chief Financial Officer), Soila Söderström (Senior Vice President & General Counsel), Jyri Talja (Executive Vice President, Mining & Metals), and Amir Wafin (Executive Vice President, Circular Materials).

Betolar's management team grew by two new members during the year. Jyri Talja was appointed to the management team on 23 May 2025, having joined Betolar in December 2024 as Director of New Solutions. He has extensive experience in international sales, various material flows, and the processing of circular economy materials. Amir Wafin (M.Sc. Econ.) was appointed to the management team in December 2025 to be responsible for the development of the circular economy materials business. Wafin previously served as the company's director of procurement and trading and, prior to that, as the company's business development manager from 2022 onwards.

Decisions of the Annual General Meeting

Betolar's Annual General Meeting, held on 27 March 2025, approved the financial statements for the financial year 2024 and discharged the members of the Board of Directors and the President and CEO from liability.

Decision on the use of the loss shown in the balance sheet

The Annual General Meeting resolved to transfer the loss for the financial period to the profit (loss) account of previous financial periods and resolved not to pay a dividend in accordance with the proposal of the Board of Directors.

Board members and remuneration

The Annual General Meeting resolved, in accordance with the proposal of the Shareholders' Nomination Committee, that the Board of Directors will consist of six (6) members and that Anders Dahlblom, Kalle Härkki, Soile Kankaanpää, Juha Leppänen, and Inka Mero were re-elected as members of the Board of Directors and Jan-Elof Cavander as a new member of the Board of Directors.

The Annual General Meeting resolved that the Chairman of the Board will be paid a fee of EUR 3,500 per month, potential Deputy Chairman of the Board a fee of EUR 2,700 per month and other Members of the Board each a fee of EUR 1,900 per month. Furthermore, the Meeting resolved that the Chairman of the committees founded by the Board of Directors will be paid EUR 600 per meeting of the committees and other members of the committees will be paid EUR 300 per meeting. Travel expenses will be reimbursed in accordance with the maximum amount of the respective travel allowance base approved by the Finnish Tax Administration.

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Resolutions on the authorizations of the Board of Directors

The Annual General Meeting decided, in accordance with the Board of Directors' proposal, to authorize the Board of Directors to decide on the issuance of shares and the granting of options and other special rights entitling to shares. The Annual General Meeting further decided to authorize the Board of Directors to decide on the repurchase of the company's own shares.

Both authorizations are valid until the next Annual General Meeting, but no later than 30 June 2026, and they revoke the corresponding authorizations granted by the Annual General Meeting on 27 March 2024.

These authorizations are described below in the section on the authorizations of the Board of Directors.

Share and shareholders

At the end of the financial year on 31 December 2025, Betolar's share capital was EUR 80,000 and the company had issued 21,567,570 fully paid shares. The company has one class of shares with ISIN FI4000512587.

At the end of the financial period, Betolar had a total of 5,219 (4,834) shareholders. The table below shows Betolar's ten largest shareholders by number of shareholders, as of 31 December 2025. (Data source: Euroland.com)

Ten largest shareholders 31 December 2025

Position	Shareholders	Number of shares	% of shares
1	Nidoco AB	5,998,561	27.81
2	Leppänen Juha Markus	1,603,468	7.43
3	Ajanta Innovations Oy	1,542,258	7.15
4	Ilmarinen Mutual Pension Insurance Company	1,080,139	5.01
5	Voima Ventures Fund II Ky	828,186	3.84
6	Entrada Oy	691,150	3.20
7	Skandinaviska Enskilda Banken*	678,980	3.15
8	Säästöpankki Small Cap Mutual Fund	450,000	2.09
9	Citibank Europe Plc*	442,594	2.05
10	Belgrano Inversiones Oy	435,000	2.02
10 largest, total		13,750,336	63.75
Other shareholders		7,817,234	36.25
All shares, total		21,567,570	100.00

* Custodian bank for nominee-registered shareholders

The members of the Board of Directors and Management Team and entities controlled by them held a total of 2,588,426 shares in Betolar at the end of the financial period, accounting for approximately 12 per cent of all shares and votes.

Largest shareholders by sector 31 December 2025

Position	Shareholders by sector	Number of shares	% of shares
1	Households	6,802,008	31.54
2	Foreign, total	6,159,803	28.56
3	Private companies	6,074,189	28.16
4	Public organizations	1,080,139	5.01

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5	Financial and insurance institutions, total	253,515	1.18
6	Not-for-profit organizations, total	4,634	0.02
	Total	20,374,288	94.47
	Nominee-registered	1,193,282	5.53
	All shares, total	21,567,570	100.00

Of the shares, 5.53 % were held by nominee-registered shareholders.

Share portfolio distribution 31 December 2025

Position	Number of shares	Number of shareholders	% of shareholders	Number of shares	% of shares
1	1–100	2,452	49.98	130,978	0.61
2	101–500	1,520	29.12	400,609	1.86
3	501–1 000	574	11.00	458,124	2.12
4	1 001–5 000	501	9.60	1,128,996	5.24
5	5 001–10 000	73	1.40	536,682	2.49
6	10 001–50 000	66	1.26	1,332,034	6.18
7	50 001–100 000	5	0.10	341,283	1.58
8	100 001–500 000	21	0.40	4,816,122	22.33
9	500 001–	7	0.13	12,422,742	57.50
	Total	5,219	100.00	21,567,570	100.00
	Nominee-registered	9	0.17	1,193,282	5.53
	Total		100.00	21,567,570	100.00

The 100 largest shareholders are listed on Betolar's website: <https://www.betolar.com/investors>.

Flagging notifications

There were no flagging notifications during the financial year.

Price performance and trading

The highest quoted share price during the period was EUR 1.56 and the lowest was EUR 0.60. The volume-weighted average price was EUR 1.07. The closing price for the period was EUR 1.05, giving Betolar a market value of EUR 22,645,948.50. The total number of shares exchanged during the period was EUR 4,870,929 and the trading volume was 4,523,909 shares. The average daily turnover during the period was 18,096 shares.

Authorizations of the Board of Directors

The Board of Directors of Betolar has the following authorizations granted by the Annual General Meeting of 27 March 2025.

Authorization to decide on the issuance of shares as well as the issuance of options and other special rights entitling to shares

The Annual General Meeting resolved to authorize the Board of Directors in accordance with the proposal of the Board to resolve on the issuance of a total of up to 2,956,757 shares (including shares to be issued under special rights), which corresponds to approximately fourteen (14) percent of the

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total number of shares in the company at the time of the convening of the Annual General Meeting. This authorization consists of the following two parts: 1) Up to 2,156,757 new and/or treasury shares held by the company (including shares to be issued under special rights), which correspond to approximately ten (10) percent of the total number of shares in the company at the time of the convening of the Annual General Meeting. The authorization may be used to finance acquisitions or other investments related to the company's business, to maintain and increase the solvency of the group, as well as to expand the ownership base and develop the capital structure. 2) Up to 800,000 new and/or treasury shares held by the company (including shares to be issued under special rights), which corresponds to approximately four (4) percent of all the shares in the company at the time of the convening of the Annual General Meeting. The authorization may be used for the implementation of the company's incentive and commitment programs.

The authorization is valid until the next Annual General Meeting, but not later than 30 June 2026, and the authorization granted by the Annual General Meeting of 27 March 2024 to the Board of Directors was revoked.

Authorization to decide on the repurchase of company's own shares

The Annual General Meeting resolved to authorize the Board of Directors in accordance with the proposal of the Board to resolve on the repurchase of a maximum of 2,156,757 shares, which corresponds to approximately ten (10) per cent of the current number of all the company's shares. The company's own shares can only be repurchased with unrestricted equity, and the shares can be repurchased on the repurchase date at a price formed in multilateral trading or otherwise at a price formed in the market. Shares may also be acquired outside public trading at a price that does not exceed the market price in public trading at the time of acquisition.

The Board of Directors decides how the shares are acquired. Own shares may be repurchased other than in proportion to the shares held by the shareholders (directed repurchase) if there is a compelling financial reason for doing so. The authorization is valid until the next Annual General Meeting, but not later than 30 June 2026 and the authorization granted by the Annual General Meeting of 27 March 2024 to the Board of Directors was revoked.

Estimate of probable future development

The uncertainty of the global economic outlook and the geopolitical situation, as well as a downturn in the construction market, are expected to continue. Interest in metal extraction methods and low-carbon cement-replacing solutions in the mining and metals industries are expected to continue. Betolar will focus on the commercial promotion of metal extraction technology and other solutions in 2026. The company does not expect to pay dividends in the short or medium term.

Guidance

Net sales for 2026 is expected to grow significantly compared to the previous year.

Board of Directors' proposal for the distribution of profit

The parent company's distributable free equity as of 31 December 2025 was EUR -1,076,948.00. The parent company's profit for the financial year was EUR -6,011,702.12.

The company does not expect to pay a dividend in the short or medium term. In addition, the terms of Betolar's financing agreements contain certain restrictions on Betolar's ability to pay dividends or otherwise distribute capital.

The Board of Directors proposes to the Annual General Meeting that no dividend be paid for the financial period 1 January–31 December 2025 and that the loss for the financial period be transferred

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to the profit (loss) account for previous financial periods. The company has no distributable unrestricted equity.

Annual General Meeting

The Annual General Meeting of Betolar Plc is planned to be held on 18 March 2026. The notice of the Annual General Meeting will be published later.

Annual report and financial reporting

Betolar will publish the following financial reports in 2026:

- 23 April Q1 business review
- 12 August Half-yearly review
- 28 October Q3 business review

The Annual Report for 2025 will be published in the week starting 23 February 2026 (week 9). Betolar's financial reports are available on the company's website at www.betolar.com/investors.

Webcast for investors and media

Betolar will host a live webcast in English for investors and media on 5 February 2026 at 10.00 Finnish time.

You can follow the broadcast at <https://betolar.events.inderes.com/q4-2025>

In the English presentation, CEO & President Tuija Kalpala and CFO Mikko Wirkkala will present Betolar's financial statements and other topical issues. A recording of the event and the corresponding presentation will be available on Betolar's investor website later in the day.

Betolar Plc financial statements release 1–12/2025

CONSOLIDATED INCOME STATEMENT

EUR thousand

EUR	1–12/2025	1–12/2024	7–12/2025	7–12/2024
NET SALES	946	762	529	486
Other operating income	1,414	947	773	440
Materials and services	-222	-198	-113	-139
Personnel expenses	-3,522	-4,717	-1,574	-1,808
Depreciation, amortization, and impairment	-2,130	-2,148	-1,130	-1,132
Other operating expenses	-2,325	-2,610	-1,202	-1,146
Operating profit (loss)	-5,840	-7,964	-2,716	-3,299
Financial income and expenses	-93	166	-144	71
Earnings before interest and tax	-5,932	-7,798	-2,860	-3,228
PROFIT FOR THE FINANCIAL YEAR	-6,085	-7,732	-3,046	-3,198
Earnings per share				
EUR	-0.28	-0.36	-0.14	-0.15

**CONSOLIDATED BALANCE
SHEET
EUR thousand**

ASSETS	31 December 2025	31 December 2024
Non-current assets		
Development expenditure	3,072	3,836
Property, plant, and equipment	938	1,010
Right-of-use assets	240	189
Other non-current receivables	87	194
Deferred tax assets	1	131
Non-current assets, total	4,339	5,360
Current assets		
Inventory	335	0
Trade receivables	241	134
Other receivables	103	106
Accrued income and prepaid expenses	431	480
Investments	5,513	6,899
Cash and cash equivalents	1,202	2,088
Current assets, total	7,824	9,707
Total assets	12,164	15,067

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EQUITY AND LIABILITIES

Equity

Share capital	80	80
Invested unrestricted equity reserve	47,359	47,359
Translation differences	-3	7
Retained earnings	-39,138	-31,565
Profit for the financial period	-6,085	-7,732
Total equity	2,214	8,149

Non-current liabilities

Capital loans	8,247	5,150
Loans from financial institutions	1	4
Government loan	198	288
Lease debts	124	71
Deferred tax liabilities	23	0
Non-current liabilities, total	8,593	5,512

Current liabilities

Loans from financial institutions	3	4
Government loan	112	112
Lease liabilities	121	136
Accounts payable	183	174
Other payables	83	83
Accruals and deferred income	854	898
Current liabilities	1,357	1,406

Total liabilities	9,950	6,918
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Shareholders' equity and liabilities, total	12,164	15,067
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CONSOLIDATED CASH FLOW STATEMENT EUR thousand

1-12/2025

1-12/2024

Cash flow from operating activities

Profit for the financial period	-6,085	-7,732
Adjustments:		
Depreciation, amortization and impairment	2,130	2,148
Net financial income and expenses	93	-166
Share-based payments	209	-93
Other adjustments	19	40
Income taxes	152	-71
Cash flow before changes in working capital	-3,482	-5,874
Working capital change:		
Change in accounts and other payables	-34	-689
Change in inventory	-335	0
Change in trade and other receivables	-2	101
Cash flow from operating activities before financial items and taxes	-3,854	-6,461
Interest paid and payments on other financial charges for operating activities	10	19
Net cash flow from operating activities (A)	-3,844	-6,442

Cash flow from investing activities

Investments in tangible and intangible assets	-1,130	-1,366
Investments in other investments	-3,500	-1 800
Withdrawal from short-term investments	5,367	8 814
Return of rental deposit	0	8
Net cash flow from investing activities (B)	737	5,656

Cash flow from financing activities

Share issues	0	2,353
Transaction costs of share issue	0	-166
Long-term loan disbursements	2,500	0
Repayments of short-term loans	-116	-3
Repayments of lease liabilities	-163	-252
Net cash flow from financing activities (C)	2,221	1,931

Change in cash and cash equivalents (A + B + C) increase (+) / decrease (-)	-886	1,145
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Cash and cash equivalents at the beginning of the period	2,088	943
Cash and cash equivalents at the end of the period	1,202	2,088
Change	-886	1,145

Consolidated Statement of changes in equity

EUR thousand 1–12/2025	Equity attributable to owners of the parent						
	Share capital	Invested unrestricted equity reserve	Share issue	Treasury shares	Translation differences	Retained earnings	Total equity
Shareholders' equity 1 Jan. 2025	80	47,359	0	0	7	-39,297	8,149
Comprehensive income							
Profit (loss) for the financial period	0	0	0	0	0	-6,085	-6,085
Other comprehensive income							
Translation differences	0	0	0	0	-10	0	-10
Total comprehensive income (loss) for the period, total	0	0	0	0	-10	-6,085	-6,095
Transactions with owners							
Issues less transaction costs	0	0	0	0	0	0	0
Registration of shares	0	0	0	0	0	0	0
Cancellation of treasury shares	0	0	0	0	0	0	0
Share-based payments	0	0	0	0	0	209	209
Other adjustments	0	0	0	0	0	-49	-49
Total transactions with owners	0	0	0	0	0	160	160
Shareholders' equity 31 Dec. 2025	80	47,359	0	0	-3	-45,222	2,214

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EUR thousand
1–12/2024

Equity attributable to owners of the parent

	Share capital	Invested unrestricted equity reserve	Share issue	Treasury shares	Translation differences	Retained earnings	Total equity
Shareholders' equity 1 Jan. 2024	80	45,172	0	0	6	-31,473	13,786
Comprehensive income							
Profit (loss) for the financial period	0	0	0	0	0	-7,732	-7,732
Other comprehensive income							
Translation differences	0	0	0	0	1	0	1
Total comprehensive income (loss) for the period, total	0	0	0	0	1	-7,732	-7,731
Transactions with owners							
Issues less transaction costs	0	0	0	0	0	0	0
Registration of shares	0	2,187	0	0	0	0	2,187
Cancellation of treasury shares	0	0	0	0	0	0	0
Share-based payments	0	0	0	0	0	-93	-93
Other adjustments	0	0	0	0	0	0	0
Total transactions with owners	0	2,187	0	0	0	-93	-2,094
Shareholders' equity 31 Dec. 2024	80	47,359	0	0	7	-39,297	8,149

Accounting principles applied to the consolidated financial statements

Betolar Plc's consolidated financial statements include the parent company Betolar Plc (the "Company") and its subsidiaries (the "Group" or "Betolar") Betolar Chemicals Oy (as of 1 November 2019) and Betolar India Private Ltd (as of 1 September 2021).

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS, IAS) and Interpretations (IFRIC) issued by the International Accounting Standards Board (IASB) and adopted for use in the EU. The consolidated financial statements for the year ended 31 December 2025 have been prepared in accordance with International Financial Reporting Standards (IFRS) and Interpretations (IFRIC) in force on 31 December 2025. The notes to the consolidated financial statements have also been prepared in accordance with the requirements of the Finnish Accounting Act and the Finnish Limited Liability Companies Act.

Going concern

Betolar has taken active measures to secure its financial position. These actions have included raising additional financing as well as adjusting the company's cost structure. The company's financial position ensures its ability to operate for more than the next 12 months, and the requirements for going concern are met.

Related party transactions

Betolar's related parties include the subsidiaries of the parent company Betolar Plc. Related parties also include the key employees of Betolar's management as well as their close family members and the entities under their control. The key management personnel are the members of Betolar's Board of Directors, the CEO, and other members of the Management Team. Transactions with related parties are made on normal commercial terms. The transactions include consultancy services related to business development purchased from a member of the Board of Directors and a member of the Management Team. In addition, share subscriptions made by related parties have been identified as related party transactions during the financial period.

No loans or any other guarantees or securities were issued to any related parties.

The following transactions were carried out with related parties:

EUR thousand	31 December 2025		31 December 2024	
	Group	Group	Group	Group
Income statement				
Purchased services		158		128
EUR thousand		31 December 2025		31 December 2024
Balance sheet		Group	Group	Group
Accounts payable		14		11

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Management salaries and fees:

EUR thousand	31 December 2025	31 December 2024
	Group	Group
<u>Remuneration of the members of the Board of Directors</u>		
Chairman	41	44
Other members of the Board of Directors	111	119
Board of Directors' fees, total	152	164
EUR thousand	31 December 2025	31 December 2024
	Group	Group
<u>CEO</u>		
Salaries and fees	254	289
Pension expenses	44	52
Indirect employee costs	8	8
Total	306	349
<u>Other Management Team</u>		
Salaries and fees	517	529
Pension expenses	90	95
Indirect employee costs	17	15
Total	624	640

During the financial years 2025 and 2024, management has been granted options (pcs) as follows:

	2025	2024
	Group	Group
Members of the Board of Directors	0	0
CEO	200,000	120,000
Other members of the Management Team	320,000	110,000
Total	520,000	230,000

Kannonkoski 5 February 2026

Betolar Plc

Board of Directors

APPENDIX

Calculation formulas for certain financial indicators and operative indicators.

Measure	Definition	Purpose of use
Gross margin	Net sales – materials and services.	Gross margin is a measure of the Group's profitability. Gross margin measures profitability after reducing the costs of materials and services.
EBITDA	Operating profit (loss) before depreciation, amortization, and impairment.	EBITDA is a measure of the Group's performance.
Earnings per share, basic, EUR	Profit for the financial period / weighted average number of outstanding shares during the financial period.	The measure reflects the distribution of the Company's earnings for each individual share.
Earnings per share, adjusted for dilution, EUR	Profit for the financial period / weighted average number of outstanding shares during the financial period + diluting potential shares.	The measure reflects the distribution of the Company's earnings for each individual share, taking dilution into consideration.
Cash, cash equivalents and short-term fund investments	Cash and cash equivalents + current investments.	Cash and short-term fund investments describe the company's liquid assets.
Liquidity and undrawn grants	Cash and cash equivalents, current investments, undrawn loans, and grants granted but not drawn.	Liquidity describes the company's liquid assets over the long term.
Order intake	The value of orders for materials and services received during the reporting period.	The indicator describes the expected future development of the company's sales.
New Non-Recurring Engineering (NRE) projects	The number of new NRE order intakes received in the reporting period.	The indicator describes the development of the contract of the company's research service business.