



Financial Statements Bulletin
January 1–December 31,
2025



**MERUS POWER PLC'S FINANCIAL STATEMENTS BULLETIN JANUARY 1–DECEMBER 31, 2025
(UNAUDITED)**

Figures in parentheses refer to the corresponding period in the previous year, unless otherwise stated.

PROFITABILITY IMPROVED, STRONG GROWTH CONTINUED

JULY–DECEMBER 2025 IN BRIEF

- Net sales amounted to EUR 29.7 (29.2) million, growth 1.9%
- EBITDA was EUR 1.5 (2.6) million
- EBIT was EUR 0.8 (2.0) million
- Result for the reporting period was EUR 0.1 (1.7) million
- Undiluted earnings per share was EUR 0.01 (0.22)
- Orders received amounted to EUR 23.3 (14.0) million, growth 66.9%

JANUARY–DECEMBER 2025 IN BRIEF

- Net sales amounted to EUR 54.6 (35.8) million, growth 52.5%
- EBITDA was EUR 1.8 (-0.8) million
- EBIT was EUR 0.3 (-2.1) million
- Result for the reporting period was EUR -1.1 (-2.7) million
- Undiluted earnings per share was EUR -0.14 (-0.35)
- Orders received amounted to EUR 48.0 (53.6) million, decrease 10.4%

SIGNIFICANT EVENTS DURING THE FINANCIAL PERIOD

Energy storage business

- The company received an order worth EUR 13 million for a battery energy storage facility in Riihimäki (company announcement on February 13, 2025), two first international orders for energy storages in Poland, totaling approximately EUR 4.5 million (company announcement on August 13, 2025 and press release on September 18, 2025) as well an order worth EUR 17 million for an energy storage facility in Mäntyharju, Finland.
- The company commissioned an energy storage facility it had built for itself for product development and testing (press release on March 25, 2025).
- The company commissioned the first grid forming energy storage system in the Nordic countries in Valkeakoski, Finland (press release on October 30, 2025).

Power quality business

- The company signed agreements in Egypt and Finland to modernize steel plants' static VAR compensators. Total value of the agreements was approximately EUR 3 million (press releases on May 23, 2025 and on June 16, 2025).
- The company received the biggest order for active filters in its history in Egypt. The value of the order is approximately EUR 6 million (company announcement on June 4, 2025).



Other events

- The company strengthened its financing and financial structure through a directed share issue raising approximately EUR 2.0 million (company announcement on June 18, 2025) and through a EUR 5 million loan to support growth and market position (press release on November 18, 2025).
- The company carried out a directed share issue against payment to hedge and implement the incentive plan for the personnel (company announcement on November 24, 2025).

KEY FIGURES

In EUR 1 000 unless otherwise indicated	7–12/2025	7–12/2024	2025	2024
Net sales	29 730	29 168	54 648	35 834
Change year on year	1.9%	88.5%	52.5%	23.4%
EBITDA	1 502	2 604	1 815	-798
% of net sales	5.1%	8.9%	3.3%	-2.2%
EBIT	807	1 954	318	-2 055
% of net sales	2.7%	6.7%	0.6%	-5.7%
Result for the reporting period	62	1 666	-1 115	-2 654
Undiluted earnings per share, EUR	0.01	0.22	-0.14	-0.35
Diluted earnings per share, EUR	0.01	0.21	-0.13	-0.34
Equity per share, EUR	1.27	1.24	1.27	1.24
Balance sheet total	28 834	26 711	28 834	26 711
Equity	10 401	9 533	10 401	9 533
Return on equity, %	0.6%	19.2%	-11.2%	-24.5%
Interest-bearing net debt	2 870	-1 167	2 870	-1 167
Net gearing, %	27.6%	-12.2%	27.6%	-12.2%
Equity ratio, %	36.1%	35.7%	36.1%	35.7%
Liquid assets	5 038	2 970	5 038	2 970
Cash flow from operating activities	-2 607	-590	-3 034	4 978
Number of shares, 1000 shares	8 217	7 673	8 217	7 673
Average number of shares, 1000 shares	8 167	7 659	7 945	7 659
Orders received	23 309	13 969	48 030	53 626
Order book	24 479	29 953	24 479	29 953
Average number of employees	145	124	141	117

BOARD OF DIRECTORS' PROPOSAL ON THE HANDLING OF THE RESULT FOR THE FINANCIAL YEAR

The Board of Directors proposes to the Annual General Meeting that the loss of EUR 1.1 million for the financial year be transferred to the retained earnings account of previous years and that no dividend be paid for the financial period 1 January–31 December 2025.

FINANCIAL GUIDANCE FOR 2026

Merus Power estimates that the company's net sales will grow and that EBITDA will be EUR 2–4 million.



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CEO KARI TUOMALA COMMENTS ON 2025:

Profitability improved, strong growth continued

Our net sales grew in 2025 to a record high EUR 54.6 (35.8) million. At the same time, we managed to improve our profitability significantly, and our EBITDA increased by EUR 2.6 million from 2024 to EUR 1.8 million. The scaling of operations and long-term work to improve productization, delivery capability and cost-efficiency paid off. Net sales growth was supported by modular energy storage deliveries and continued stable sales of power quality solutions. In power quality solutions, net sales were mainly generated through export deliveries to the company's international distribution channel, and the increased delivery volumes in energy storages came from Finland.

Order intake was EUR 48.0 (53.6) million and order intake at the end of the year was approximately EUR 24 million. The clear highlights of the year were the historically large active filter deal in Egypt, the company's first international energy storage orders in Poland, and the energy storage projects sold to eNordic and Exilion. The green transition, electrification and the transformation of the energy system supported demand in all our key market areas. Contrary to expectations, investments in heavy industry were delayed due to market uncertainty.

Technology leadership and international orders in energy storage facilities

In 2025, Merus Power introduced the first grid forming energy storage facilities in the Nordic countries for commercial use to its customers Alpiq (30 MW/36 MWh) and eNordic (38 MW/40 MWh). This strengthens our position as a technological pioneer in the rapidly developing energy storage market and responds directly to the growing need for stability, flexibility and security of supply in the electricity system.

The internationalization of our energy storage business progressed concretely during the year when we were able to open the energy storage business in new markets and received two orders from Poland. International deliveries are an important step in the growth in line with our strategy and an indication of the competitiveness of our solutions also outside Finland.

Power quality solutions balance growth

In power quality solutions, 2025 was in line with expectations. In particular, the largest single active filter order in Egypt in our history was a significant achievement and strengthened our position as a supplier of demanding, large-scale industrial projects. In addition, deliveries of compensators, especially to the steel and process industries, balanced the structure of our order intake.

The synergy between the power quality and energy storage businesses remains our key competitive advantage. Both businesses utilize the same in-depth electrotechnical expertise and systems thinking. This supports product development, delivery efficiency and increasing customer value.

Focus on improving profitability

Strong growth continues to place demands on cost control and scalability of operations. In 2025, we continued to productize and develop our operations with determination, which improved the



MERUS POWER

efficiency of our own factory operations and reduced delivery risks. We utilized the experience and lessons learned from previous deliveries, which was reflected in improved operational efficiency in project execution and in the operation of our factory, as well as improved EBITDA.

Measures to improve profitability will continue in the coming years. Our business model and the market enable scaling and thus the continuous development of profitability alongside growth.

Organization and development work as enablers of growth

Our growth is based on strong expertise and motivated personnel. During the year, we continued to strengthen the organization in a controlled manner, especially in the areas of product development, project management and service business. At the same time, we invested in our own technology and development environments, including our own energy storage facility, which enables us to test and verify our solutions in real operating environment.

In our services business, we achieved excellent results during the year. The average availability of the energy storage facilities within the scope of our lifecycle services was a staggering 99%, which is a testament to the reliability of our solutions, the quality of our operations and our ability to deliver real value to customers throughout the system's lifecycle.

The development work supports not only the performance of the products but also the growth of new service models, such as trading and lifecycle services. We see the services business as an increasingly important part of Merus Power's stable and predictable growth.

Sustainability, people and information security

We have worked systematically to secure sustainable development according to our plan. In addition, we have taken a responsible role in the organization of the recycling of battery raw materials in accordance with EU regulations by becoming a member of a producer community.

We created a significant number of new high value-added jobs again. The overall results of the employee satisfaction survey of our record-strong organization were at a high level, 8.4/10. This will create a foundation for productivity growth in the future as well.

In 2025, we made significant investments in the cybersecurity of our products as well as in internal information security and data processing practices. In critical power infrastructure technologies and projects, we believe that the fact that we are Finnish and European provides a clear competitive advantage in which it is worthwhile to invest.

Confidently towards the future

The transformation of the energy sector is progressing globally, and the opportunities it brings support Merus Power's long-term growth prospects. While the geopolitical and economic environment continues to contain uncertainties, the demand for our solutions remains strong in markets where reliable electricity, energy efficiency and flexibility are critical.

The year 2025 showed that our strategy is the right one and that we are able to grow and improve profitability. I would like to thank our customers for their trust, our personnel for their committed and professional work, and our partners and owners for their support in Merus Power's development. We are confidently going into the next year to continue the implementation of our strategy.



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FINANCIAL REVIEW

JULY–DECEMBER 2025

In July–December 2025, Merus Power's net sales grew 1.9% year on year and amounted to EUR 29.7 (29.2) million. EBITDA was EUR 1.5 (2.6) million or 5.1 (8.9) % of net sales. EBIT was EUR 0.8 (2.0) million or 2.7 (6.7) % of net sales. Result for July–December was EUR 0.1 (1.7) million. Undiluted earnings per share were EUR 0.01 (0.22).

JANUARY–DECEMBER 2025

In January–December 2025, Merus Power's net sales grew 52.5% year on year and amounted to EUR 54.6 (35.8) million. EBITDA was EUR 1.8 (-0.8) million or 3.3 (-2.2) % of net sales.

EBIT was EUR 0.3 (-2.1) million or 0.6 (-5.7) % of net sales. Result for the financial year was EUR -1.1 (-2.7) million. Undiluted earnings per share were EUR -0.14 (-0.35). Cash flow from operating activities was EUR -3.0 (5.0) million.

On December 31, 2025, Merus Power's balance sheet total was EUR 28.8 (26.7) million. The Group's equity was EUR 10.4 (9.5) million. The Group's interest-bearing net debt at the end of the financial year amounted to EUR 2.9 (-1.2) million, and net gearing was 27.6 (-12.2) %. The Group's equity ratio was 36.1 (35.7) per cent. Equity per share was EUR 1.27 (1.24). The Group's liquid assets amounted to EUR 5.0 (3.0) million.

GOVERNANCE

The company's business areas and organizational structure

Merus Power Plc designs, manufactures and sells innovative energy storage systems, power quality solutions and related services. The company provides products and services for companies in global markets.

The Group's parent company is Merus Power Plc. The company's head office, product development, production facilities and other key functions are in Ylöjärvi, Finland. The Group has a subsidiary, Merus Power Asia-Pacific Pte Ltd, in Singapore, and a subsidiary, Merus Power Hong Kong Limited in Hong Kong, which has not engaged in business operations during the reporting period.

The Group also has a subsidiary Lempäään Tasapainotus Oy that serves as the company's product development environment, and Juhaniilan Tasapainotus, which is a company established during the construction phase of an energy storage facility built for a customer.

Personnel and operating locations

During the financial year, the company employed an average of 141 people (in 2024, an average of 117 people). On December 31, 2025, the company employed a total of 146 people (December 31, 2024: 127 people). Merus Power Plc has offices in Ylöjärvi, Nokia and Helsinki, Finland, as well as in Germany and the United Arab Emirates.

In 2025, the members of Merus Power Plc's Management Team were Kari Tuomala, CEO; Rainer Antila, CFO; Markus Ovaskainen, Sales and Marketing Director; Mikko Marttala, Finance and



MERUS POWER

Project Development Director; Jyri Öörni, R&D Director; and Jarkko Latonen, Factory Operations and Quality Director.

In accordance with the Annual General Meeting of March 2025, the members of Merus Power Plc's Board of Directors are Tapani Kiiski (Chairman), Anne Koutonen, Vesa Riihimäki and Martin Backman. At the beginning of 2025, the members of the company's Board of Directors were Vesa Sadeharju (Chairman), Tapani Kiiski, Anne Koutonen and Vesa Riihimäki.

General Meeting of Shareholders

The company's Annual General Meeting was held on March 17, 2025 in Tampere. The meeting confirmed the 2024 financial statements and discharged the Board of Directors and the CEO from liability for the financial period of January 1–December 31, 2024. The General Meeting resolved that the loss shown in the financial statements be entered in the account for profit and loss and that no dividend be distributed. The remuneration report of the governing bodies for 2024 was processed and approved.

The General Meeting also discussed the number of members in the Board of Directors and resolved to elect four ordinary members for the next term of office. Tapani Kiiski, Vesa Riihimäki and Anne Koutonen were re-elected as Board members for the next term of office. Additionally, Martin Backman was elected as new member in the Board.

The General Meeting approved the auditor's fee and elected the auditing firm Moore Idman Oy to continue for the next term of office. Authorised Public Accountant Jussi Savio continues to serve as the key audit partner. The General Meeting authorized the Board to decide on a share issue of a maximum of 600 000 shares as a share issue or by issuing special rights entitling to shares. The Board may resolve all terms of the share issue and/or issue of special rights entitling to shares. The share issue and issue of special rights entitling to shares may also deviate from normal subscription rights of the shareholders. The authorization will expire at the end of the next Annual General Meeting and in any case June 30, 2026 at the latest, and it canceled all previous unexercised authorizations concerning the issue of shares and special rights entitling to shares.

At its constitutive meeting held after the Annual General Meeting, the Board of Directors elected Tapani Kiiski as its Chairman.

SHARE AND SHAREHOLDERS

On December 31, 2025, Merus Power Oyj's fully paid and registered share capital was EUR 270 000 and the number of shares was 8 217 050 (7 673 416). Average number of shares during the financial year was 7 945 233 (7 659 191).

To ensure the sufficiency of the working capital needed to finance the growth, the company carried out a directed share issue on June 18, 2025, in which 442 634 new shares were subscribed. Trading in the new shares commenced on June 25, 2025.

The company has one class of shares, all with equal voting rights as well as right to dividends and the company's assets. The company did not hold any treasury shares during the financial year. On December 31, 2025, the company had 4 597 (4 727) shareholders.

Summary of trading on Nasdaq First North Growth Market Helsinki



MERUS POWER

January 1–December 31, 2025

	2025	2024
Lowest rate, EUR	3.72	3.03
Highest rate, EUR	6.08	5.80
Average rate, EUR	4.86	4.27
Closing rate, EUR	4.37	3.71
Market value, EUR million	35.90	28.50
Number of shareholders	4 597	4 727
Shares traded, pcs	909 263	1 193 229
Trading of total number of shares, %	11.1%	15.6%
Value of traded shares, EUR million	4.42	5.10

Biggest registered shareholders by number of shares on December 31, 2025

Shareholder	Number of shares	% of shares
Tuomala Kari Antero	1 497 144	18.22
Ahlstrom Invest B.V	1 231 890	14.99
Varma Mutual Pension Insurance Company	397 686	4.84
Aktia Capital Fund	397 686	4.84
Power Fund III Ky	340 661	4.15
Laakso Risto Juhani	329 360	4.01
Öörni Jyri Jaakko	329 360	4.01
Holdix Oy Ab	303 822	3.70
Turret Oy Ab	301 791	3.67
Elo Mutual Pension Insurance Company	296 667	3.61
Ilmarinen Mutual Pension Insurance Company	259 808	3.16
Leinonen Aki Johannes	231 224	2.81
Ensto Invest Oy	123 140	1.50
Innocap Oy AB	112 189	1.37
Allshares Hedging 5 Oy	100 000	1.22
Umo Capital Oy	83 651	1.02
Umo Invest Oy	83 651	1.02
Antila Rainer Olavi	63 139	0.77
Säästöpankki Pienyhtiöt Fund	61 271	0.75
Fennia Life Insurance Company Ltd	53 294	0.65
20 biggest total	6 597 434	80.29

Incentive programs

On April 1, 2021, the company's Board of Directors decided on a share option program and granted a maximum of 150 000 option rights, entitling to subscribe for a maximum of as many new shares in the company. The subscription price for one share is EUR 3.32. The subscription price per share may be reduced if, prior to the subscription of the shares, the company issues new shares to the shareholders free of charge in proportion to the shares they already own in the company. However, the subscription price per share is always at least EUR 0.01.



MERUS POWER

The subscription period for the shares to be subscribed for based on the stock options is December 31, 2023 – December 31, 2026. Stock options have been allocated to the company's key employees and employees in a permanent employment or service relationship. On December 31, 2025, stock options were held by 13 key employees and employees in a permanent employment relationship in the company.

The outstanding stock option programs are presented in the table below.

Option program	Total number of options, pcs	Subscribed, pcs	Not yet subscribed, pcs	Subscription price, EUR	Subscription period
2021	150 000	30 450	119 550	3.32	Dec 31, 2023–Dec 31, 2026

On March 28, 2025, the Board of Directors of Merus Power Plc decided to establish a new share-based incentive plan for key employees of the Group. The purpose of the plan is to align the interests of the company's shareholders and key employees to increase the company's value in the long term, to commit key employees to implement the company's strategy, objectives and long-term interest and to offer them a competitive incentive plan based on earning and accumulating the company's shares. The Performance Share Plan 2025–2029 consists of three performance periods, covering the financial years 2025–2027, 2026–2028 and 2027–2029 respectively. The Board of Directors will resolve annually on the commencement and details of a performance period. The performance criteria of the first performance period are tied to the company's Total Shareholder Return, EBITDA margin during financial year 2027 and revenue during financial years 2025–2027. The value of the rewards to be paid based on the first performance period corresponds to a maximum total of 222 000 shares of Merus Power Plc, including also the proportion to be paid in cash. The maximum gross amount of rewards based on the first earning period is a total of EUR 1.25 million, calculated at the closing price on March 13, 2025. The target group of the performance period 2025–2027 consists of approximately 16 key employees, including the members of the Management Team and the CEO.

NEAR-TERM RISKS AND UNCERTAINTIES

Through risk management, Merus Power supports the achievement of its strategic and operational goals while safeguarding the continuity of its own and its customers' operations in changing circumstances. The company's risk management is comprehensive and emphasizes risk anticipation and systematic, timely action. Risk management is part of daily operations. In addition to business risks, the identification and management of risks related to sustainable development plays a key role.

Geopolitical tensions have remained high, which increases uncertainty in energy policy, economic forecasts and international trade. Increasing global trade tensions and abruptly changing tariffs may hamper trade growth and make it difficult to predict the costs of long-term investment and delivery projects. Economic forecasts remain moderate. (IMF, OECD)

The political significance of the green transition has remained strong, but there are uncertainties about its progress. The climate targets have remained unchanged. Lack of political consensus, as well as geopolitical uncertainty, slow economic growth and prudent financial markets, may slow



MERUS POWER

down investment decisions, in particular the progress of projects supported by public funding. This can have an impact on the adoption of green technology and the achievement of climate goals.

Merus Power's products are part of long-term investment projects in which changes in the costs of materials, components and logistics cannot always be passed on to the prices of end products. The general increase in component costs and sudden changes in customs duties increase the risk to the achievement of profitability targets, especially in projects where the cost structure is locked in at an early stage. The availability of components has improved overall, but there may still be individual bottlenecks in production chains.

The availability of batteries has improved, and the price level has decreased, which has increased price competition in the energy storage market and may affect the pricing and margins of deliveries. The concentration of the supplier network in China and the rest of Asia continues to increase geopolitical risk. Challenges related to transportation and logistics can affect delivery times and freight costs. In addition, the requirements and costs related to the practical application of the new EU battery legislation and the recycling of batteries are still partly unclear, which adds uncertainty to the forecasting of the life cycle costs of batteries.

Cyber security is one of society's growing challenges. The energy industry and power networks are critical infrastructure, and the importance of software and digital solutions in Merus Power's business is growing. The cybersecurity requirements that entered into force and became more specific in 2025, including legislation based on the EU's NIS2 directive, have tightened the requirements for information security management and reporting. Merus Power is constantly developing its operations and products to protect against cyber security risks, for example, through information security updates, personnel training and expert cooperation. The company also sees the tightening of cybersecurity requirements as a competitive factor.

MARKET OUTLOOK

According to the economic forecasts published in the OECD and International Monetary Fund reports at the end of 2025 and the beginning of 2026, the global economy will continue to grow at a moderate pace. The geopolitical situation and tariff policy will increase trade tensions and may affect economic forecasts. Economic growth in the EU is forecast to remain at a low level during 2026. In the United States, economic growth is stronger than in the EU area. In Asia, good economic growth is forecast for India and China.

The International Energy Agency estimates that the electricity sector will grow faster than the global economy. With electrification, the demand for electricity is predicted to grow faster than the total demand for energy. Electricity consumption is increased especially through increased number of data centers, the electrification of traffic and the increase in the need for cooling air conditioning.

Energy storage market

The number of grid-connected energy storage facilities in Europe has increased sharply, exceeding the installed capacity of around 13 GW in 2024. The growth is driven by the increase in the share of renewable electricity production, which will increase the need for flexibility, frequency management and temporal transmission of energy in electricity systems. The importance of



MERUS POWER

energy storage facilities as part of the European electricity system continues to strengthen, and the market is expected to grow rapidly during the current decade.

The energy storage market in Europe is expected to as much as quadruple by 2030. The company estimates that the annual size of the new energy storage market was approximately EUR 4 billion in 2024, and it is estimated to grow to almost EUR 16 billion by 2030. The strategically suitable market for Merus Power is currently estimated to be approximately EUR 1 billion. The estimates involve uncertainty regarding the power classes of energy storage facilities, as the costs of battery technology are falling rapidly. At the same time, there is a shift towards larger energy storage solutions with longer discharge periods.

In Northern Europe, the energy storage market has developed rapidly, driven especially by the reserve market. In Finland, the number of energy storage facilities is already close to the forecasted reserve requirement, as a result of which market growth is likely to slow down in the next few years in reserve-based revenue models. At the same time, the market's focus is shifting towards other revenue models, such as arbitrage based on electricity price fluctuations, which is reflected in the growing interest in larger solutions with energy capacity of up to four hours. The European energy storage market is competitive, and its technological solutions are partly standardized. This highlights the importance of cost-effective supply chains, scalable solutions and project management, especially in markets dominated by private investors and energy companies. For geopolitical and cyber security reasons, we believe that European solutions will gain a qualitative competitive advantage over Chinese critical infrastructure projects, strengthening the competitiveness of operators such as Merus Power.

Power quality market

The market outlook for power quality improvement solutions has remained largely unchanged compared to the previous year. The general uncertainty in the market environment has delayed customers' investment decisions during the past year.

The harmonic filter market related to the company's product offering is currently estimated to be just over USD 1 billion and to grow to just under USD 3 billion by 2034. The size of the market for the company's offering is several hundred million euros. The company has an optimistic view on the market development in the next few years, and growth is supported especially by the increase in industrial VFD applications and rapidly growing data center investments, which emphasize power quality management, energy efficiency and the dynamic controllability of systems. Geographically, the market is divided into Europe and the faster-growing Asian and American markets, in the latter of which data center projects in the United States in particular constitute a significant and rapidly growing demand segment. In Asia, the market is characterized by strong price competition, while in Europe and North America, the quality, reliability, scalability and service capability of solutions are emphasized in system deliveries.

The total market for STATCOM and static VAR compensators for medium and high voltage power quality solutions is currently estimated to be approximately USD 1.5 billion, and it is estimated to grow to more than USD 2 billion by 2032. The size of the market related to the company's focus is estimated to be a few hundred million euros in 2026–2030. In addition, the company sees growth potential in the modernization of existing SVC systems, the total potential of which, according to the company's estimate, is also in the order of a few hundred million euros. The company has an optimistic view on the market development in the next few years. The market includes several



MERUS POWER

segments, such as infrastructure projects, renewable energy and heavy industry power quality applications, which typically utilize STATCOM-type compensator solutions. Heavy industry is a key market for the company, and the transition to carbon-neutral production in the metal industry increases the need for power quality solutions, especially as electric arc furnace production becomes more common. At the same time, the growth of renewable energy production and the need to compensate for its power quality in Europe and the Americas create significant growth potential for the coming years. In addition, the market is seen as having opportunities in electricity network development projects, rail transport and hydrogen production applications.

STRATEGY AND FINANCIAL TARGETS

Merus Power's strategic goal is to increase the company's sales, improve profitability and strengthen the company's market position in the sustainable energy transition. Merus Power aims for strong growth, especially in the energy storage market and renewable energy integration and aims to grow faster than the market in the global market for power quality solutions.

The cornerstones of Merus Power's strategy are

- scalable product portfolio
- multi-channel sales strategy
- growth of energy storage business in Europe
- local and global presence in power quality solutions
- increasing the share of services

Financial targets for the strategy period (2021–2026):

These strategic targets were issued in 2021 and are not the company's financial guidance for 2026.

- achieve net sales of EUR 80 million in 2026 primarily through organic growth
- average EBITDA margin of more than 15% of net sales
- equity ratio of more than 35 per cent

	2021	2022	2023	2024	2025
Net sales EUR 1 000	14 770	16 204	29 031	35 834	54 648
EBITDA %	5.6	3.6	0.6	-2.2	3.3
Equity ratio, %	64.0	52.5	57.1	35.7	36.1

EVENTS AFTER THE END OF THE FINANCIAL YEAR

On January 27, 2026, Merus Power published a company announcement on a EUR 13 million energy storage transaction with Neve Oy.



MERUS POWER

FINANCIAL REPORTING IN 2026

The Financial Statements, the Report of the Board of Directors and the Sustainability Statement for 2025 will be published on 19 February 2026 as a company announcement and on the company's website at

<https://sijoittajat.meruspower.fi/en/releases/>

The Annual General Meeting is planned to be held on 19 March 2026. The company's Board of Directors convene General Meeting at a later date. The notice of the meeting will be published in a company announcement and on the company's website at:

<https://sijoittajat.meruspower.fi/sijoittajatietoa/hallinto/yhtiokokous/>

The company's half-year report will be published on August 20, 2026.

Press conference

Merus Power will hold a Finnish-language press conference for media and analysts on Thursday, February 5, 2026 at 10:30 a.m. EET. The event will be held as a Teams webinar. Register for the event in advance via the link below.

<https://events.teams.microsoft.com/event/445425b7-5cda-447f-88b3-2338200cedb7@eb19cf28-ccec-4816-b423-0b1fd1cedaca>

After the event, the material of the event will be published on the company's website at

<https://sijoittajat.meruspower.fi/en/for-investors/reports-and-presentations/> .

TABLES, JANUARY 1–DECEMBER 31, 2025

ACCOUNTING PRINCIPLES

These financial statements have been prepared in accordance with good accounting practices and Finnish legislation. The information is presented to the extent required by section 4.4.6 of the Nasdaq First North Growth Market Rules. The figures presented have been rounded from exact figures, which is why the sum of individual figures may differ from the sum presented. The figures in the Financial Statements Bulletin are unaudited. The figures presented in the Financial Statements Bulletin for the full financial year 2024 are based on the company's audited financial statements.

INCOME STATEMENT

Group, EUR 1 000	7–12/2025	7–12/2024	2025	2024
NET SALES	29 730	29 168	54 648	35 834
Increase/decrease in inventories of finished goods and work in progress	-319	897	-2 104	1 380
Capitalized production	683	1428	1 419	2 483
Other operating income	-12	36	108	786
Materials and services				
Raw materials, supplies and consumables	-17 500	-17 771	-28 326	-22 198
Purchases during the financial year	-17 783	-18 396	-28 229	-24 081
Increase or decrease in inventories	284	625	-97	1 883
External services	-3 099	-4 911	-8 208	-6 542
GROSS PROFIT/LOSS	9 483	8 847	17 538	11 743
Personnel expenses				
Salaries and remuneration	-4 274	-3 450	-8 542	-6 756
Social security expenses				
Pension costs	-792	-616	-1 467	-1 121
Other social security expenses	-95	-59	-264	-167
Depreciations, amortizations and impairment				
Planned depreciation	-696	-651	-1 497	-1 257
Other operating expenses	-2 821	-2 118	-5 450	-4 498
OPERATING PROFIT/LOSS	807	1 954	318	-2 055
Financial income and expenses				
Other interest and financial income	13	67	48	67
Impairment losses on variable financial assets	0	73	0	20
Interest expenses and other financial expenses	-758	-428	-1 481	-685
PROFIT/LOSS BEFORE APPROPRIATIONS AND TAXES	62	1 666	-1 115	-2 654
Taxes	0	0	0	0
PROFIT/LOSS FOR THE REPORTING PERIOD	62	1 666	-1 115	-2 654

BALANCE SHEET

Group, EUR 1 000	2025	2024
Assets		
Non-current assets		
Intangible assets		
Development expenses	3 452	3 238
Intangible rights	34	35
Other intangible assets	1 254	1 396
Tangible assets		
Property lease rights	35	35
Machinery and equipment	1 648	240
Prepayments and acquisitions in progress	22	0
Investments	1	0
Non-current assets total	6 446	4 945
Current assets		
Inventories		
Materials and supplies	5 563	5 659
Work in progress	293	2 361
Finished products	1 017	1 052
Prepayments	99	58
Current receivables		
Trade receivables	3 961	4 072
Loan receivables	1	0
Other receivables	859	180
Accrued income	5 557	5 413
Financial securities	1 000	276
Cash and cash equivalents	4 038	2 694
Current assets total	22 388	21 767
Total assets	28 834	26 711

Group, EUR 1 000	2025	2024
Equity and liabilities		
Equity		
Share capital	270	270
Reserve for invested unrestricted equity	19 591	17 595
Profit/loss for previous financial years	-8 345	-5 678
Profit/loss for the financial year	-1 115	-2 654
Equity total	10 401	9 533
Mandatory provisions		
Other mandatory provisions	189	119
Mandatory provisions total	189	119
Liabilities		
Non-current liabilities		
Non-current loans from financial institutions	5 525	983
Current liabilities		
Loans from financial institutions	2 383	820
Advances received	1 975	4 916
Trade payables	5 741	9 092
Other liabilities	213	178
Accruals and deferred income	2 407	1 070
Liabilities total	18 244	17 059
Total equity and liabilities	28 834	26 711

CASH FLOW STATEMENT

Group, EUR 1 000	2025	2024
Cash flow from operating activities		
EBIT	318	-2 055
Adjustments	1 554	1 234
Change in working capital	-3 473	6 398
Financial income and expenses	-1 432	-599
Taxes	0	0
Cash flow from operating activities	-3 034	4 978
Cash flow from investing activities		
Investments in tangible and intangible assets	-2 998	-2 505
Cash flow from investing activities	-2 998	-2 505
Cash flow before cash flows from financing activities	-6 032	2 473
Cash flow from financing activities		
Change in non-current loans	4 542	-820
Change in current loans	1 564	-1 393
Share issue against payment	1 995	94
Cash flow from financing activities	8 101	-2 118
Change in cash and cash equivalents	2 068	355
Cash and cash equivalents at beginning of year	2 970	2 615
Cash and cash equivalents at end of year	5 038	2 970

STATEMENT OF CHANGES IN EQUITY

EUR 1 000	2025	2024
Restricted equity		
Share capital at beginning of reporting period	270	270
Share capital at end of reporting period	270	270
Restricted equity total	270	270
Unrestricted equity		
Invested unrestricted equity fund at beginning of reporting period	17 595	17 501
Additions to invested unrestricted equity fund	1 995	94
Invested unrestricted equity fund at end of financial year	19 591	17 595
Profit from previous financial periods at beginning of period	-8 332	-5 679
Translation differences	-12	0
Profit from previous financial periods at end of period	-8 345	-5 678
Profit for the reporting period	-1 115	-2 654
Unrestricted equity total	10 131	9 263

GUARANTEES, CONTINGENCIES AND OTHER COLLATERAL ISSUED

EUR 1 000	2025	2024	2023
Lease liabilities of operating premises			
Due during next year	437	433	420
Due later	2 527	2 510	3 241
Leasing liabilities			
Due during next year	139	143	144
Due later	116	202	333
Other contingencies issued			
Business mortgages	19 800	11 400	3 800
Guarantees	11 538	22 280	3 814
Liability for VAT refund	293	325	346
Total	34 889	37 292	12 099



MERUS POWER

CALCULATION FORMULAS FOR KEY FIGURES

EBITDA

= Net sales +/- increase or decrease in inventories of finished goods and work in progress + Capitalized production + Other operating income – Materials and services – Personnel expenses – Other operating expenses

EBITDA of net sales, %

= EBITDA / Net sales

Operating profit of net sales, %

= Operating profit / Net sales

Profit (loss) for the financial year of net sales, %

= Profit (loss) for the financial year / Net sales

Interest-bearing net debt

= Interest-bearing liabilities – Cash and bank receivables

Order book

= Share of customer orders not delivered or not recognized on the basis of percentage of completion at end of financial year

Equity ratio, %

= Total equity / Balance sheet total

Net gearing, %

= (Interest-bearing liabilities - Cash and bank receivables) / Total equity

Return on equity, %

= Profit/loss for the financial year / Average equity during the financial year

Undiluted earnings per share, EUR/share

= Profit/loss for the financial year / Average issue-adjusted number of shares excluding treasury shares

Diluted earnings per share, EUR/share

= Profit/loss for the financial year / (Average issue-adjusted number of shares excluding treasury shares + number of outstanding options)

Equity/share, EUR/share

= Equity / Number of shares at end of financial year

Merus Power Plc

Board of Directors

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Merus Power in brief:

Merus Power is a technology company driving the sustainable energy transition. We design and produce innovative electrical engineering solutions such as energy storages and power quality solutions, and services for the needs of renewable energy and industry. Through our scalable technology, we facilitate the growth of renewable energy in the electricity grids and improve the energy efficiency of society. We are a domestic specialist in innovative electrical engineering and operate in global and high-growth markets. Our personnel represent internationally renowned engineering expertise. Our net sales in 2025 were EUR 54.6 million, and our stock's trading symbol on the Nasdaq First North Growth Market Finland is MERUS.

The original of this document has been made in Finnish. In case of any discrepancy, the Finnish version will prevail.