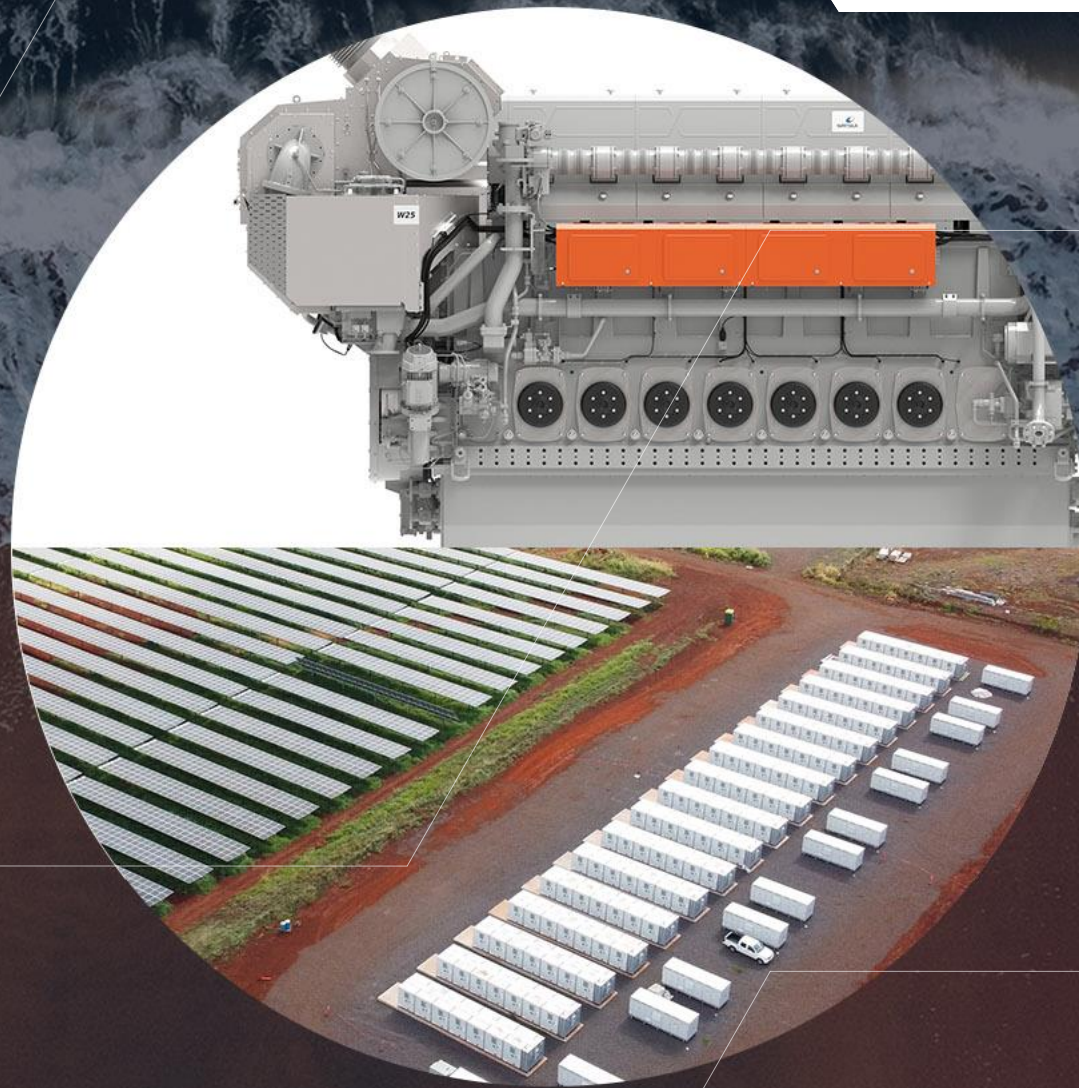


Wärtsilä

Shaping the decarbonisation of Marine and Energy

Roadshow presentation

December 2022



MARKET FUNDAMENTALS

MARINE will move with unprecedented speed towards decarbonisation

Policies & regulations

- IMO target
- Access to capital
- Cost of carbon
- Demand for green sea transport

Technology

- Carbon neutral and zero carbon fuels
- Carbon fuels for many years, still
- Abatement technologies
- Battery systems, hybrids & energy saving devices
- Fuel efficiency & flexibility

Connectivity & data

- Vessels as data pools
- Optimisation solutions
- Performance-based agreements
- Cyber security
- Autonomous operations



ENERGY is moving towards a 100% renewables future

Policies & regulations

- EU: Carbon neutral by 2050
- USA: carbon free electricity production by 2035, net zero emissions by 2050
- China: Carbon neutral by 2060

Technology

- Wind and solar growing rapidly
- Intermittent sources requiring balancing power
- Sustainable fuels for thermal balancing
- Digitalisation
- Cyber security

Growing ENERGY demand

- By 2050, electricity generation expected to grow by 3X, renewables by 8X ¹⁾
- By 2030, balancing power market to grow by 10X ²⁾
- Gradual replacement of coal
- Power systems increasingly complex

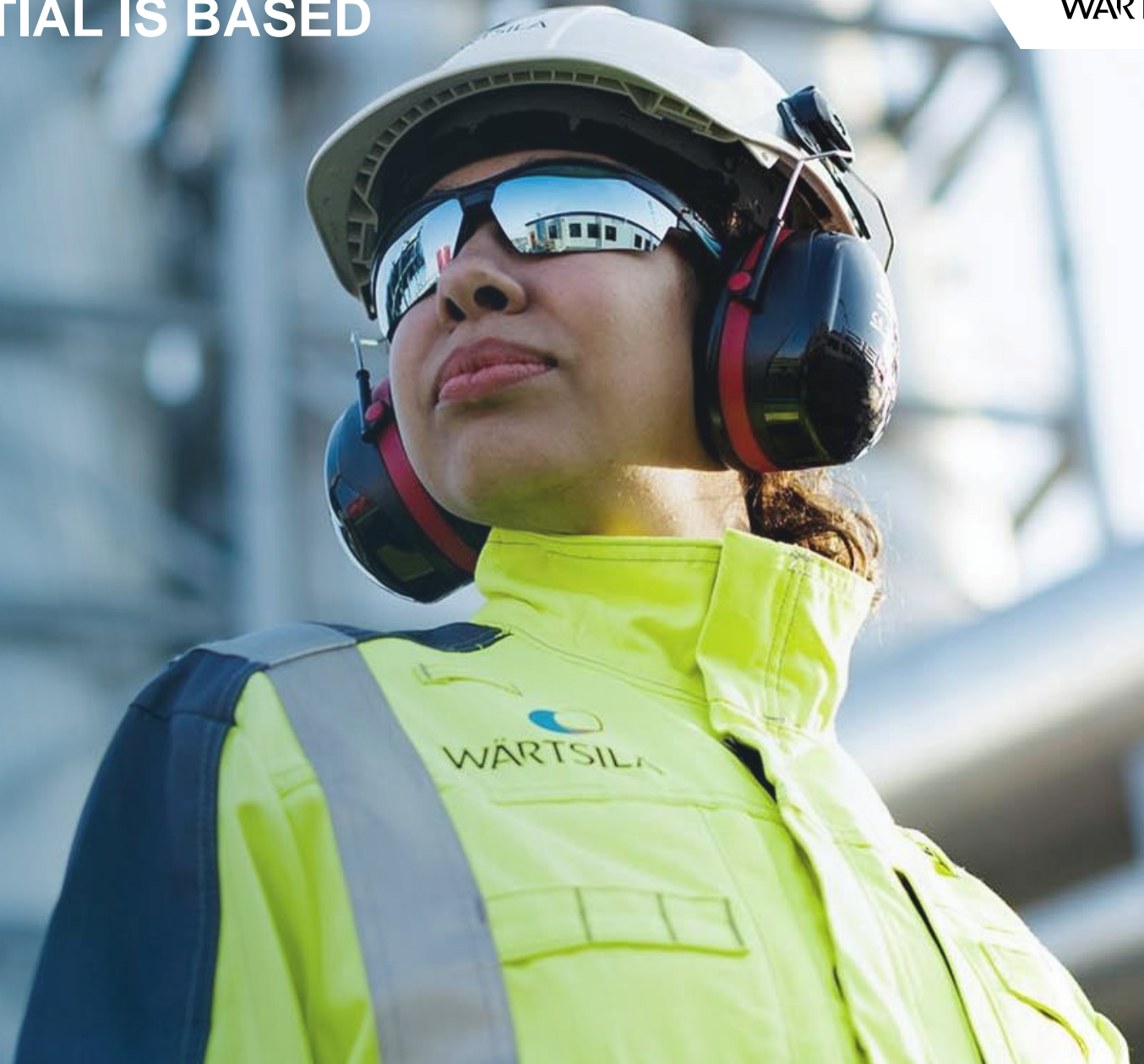


1) IEA World Energy Outlook 2021 (Net Zero Emissions Scenario)
2) Bloomberg New Energy Outlook 2020, Wärtsilä estimates

OUR VALUE CREATION POTENTIAL IS BASED ON TWO STRATEGIC THEMES

1 TRANSFORM
Decarbonisation creates
new business opportunities

2 PERFORM
Leverage market
recovery and growth



TRANSFORM

Decarbonisation creates new business opportunities

- Maritime is going through an unprecedented rate of change, which is accelerated by regulations and the demand for green transport.
- Also, the energy sector is undergoing a massive transformation as decarbonisation and renewables are fundamentally going to change the way energy is generated.
- We are set for performance and have significant value creation potential to drive this transformation as a technology leader.



1 Major test programme launched, 100% ammonia concept in 2023, 100% hydrogen in 2025



2 Extensive service network, positioned for growth both in transactional services and performance-based agreements



3 First Wärtsilä GridSolv Quantum delivered in the USA



4 First real-life digital port call with Wärtsilä Navi-Port



5 Wärtsilä selected to supply world's largest bioLNG production plant



6 Hitting methanol milestone with first newbuild engine order



7 Ensuring optimal performance and minimal carbon footprint for world's most environmentally friendly ferry

PERFORM

We are ready to leverage market recovery and growth

#1-3 in global markets

FINANCIAL TARGETS:

- 5% annual organic growth
- 12% operating margin

"SET FOR 30"

DECARBONISATION TARGETS:

- carbon neutral in our own operations by 2030
- a product portfolio ready for zero carbon fuels by 2030



Clear financial targets and strong commitment to realise them



Robust capital allocation principles and active portfolio management



Notable opportunity in retrofits and conversions



Extensive service network, positioned for growth both in transactional services and performance-based agreements

Focus on:

- High performing teams
- Performance excellence and robust execution
- Continuous improvement
- Cost structure – actions taken whenever and wherever necessary

Set to deliver long term shareholder value

We have clear financial targets and are committed to realising them

Our balance sheet and financing structure supports strategy execution

We have clear capital allocation principles

New financial targets reflect growth opportunities and increased profitability

New targets

Net sales	5% annual organic growth
Profitability	12% operating margin
Capital structure	Gearing below 0.50
Dividend	At least 50% of earnings



Good growth opportunities in services, energy, and marine new build recovery. Our installed base provides a strong foundation for services growth

Starting point:
Net sales 4,401 MEUR
(LTM Q3/2021)

Key drivers

Storage

- Fast growing demand for energy storage and power system optimisation solutions



Services

- Increased share of wallet from existing customers
- Deeper penetration of installed base
- Decarbonisation retrofits
- New business models



Thermal balancing

- Increased demand due to coal shut-downs
- Thermal balancing power complementing energy storage



Marine new build market recovery

- Cruise & Ferry and Special Vessel segments in particular



**Target:
5% annual organic
growth**

Limited additional CAPEX needed to facilitate the growth

We will reach our profitability target while maintaining R&D investments at ~3% of net sales

Starting point:
Operating margin 5.9%
(LTM Q3/2021)

Key drivers

- Marine and Energy Services growth
- Thermal balancing power growth
- Storage growth
- Voyage turnaround and digital growth
- Pricing
- Continuous improvement
- Cost inflation



>0%



**Target:
12% operating margin**

Limited additional CAPEX needed to facilitate the growth

Ambitious decarbonisation targets for 2030

To provide a product portfolio which will be ready for zero carbon fuels

To become carbon neutral in our own operations

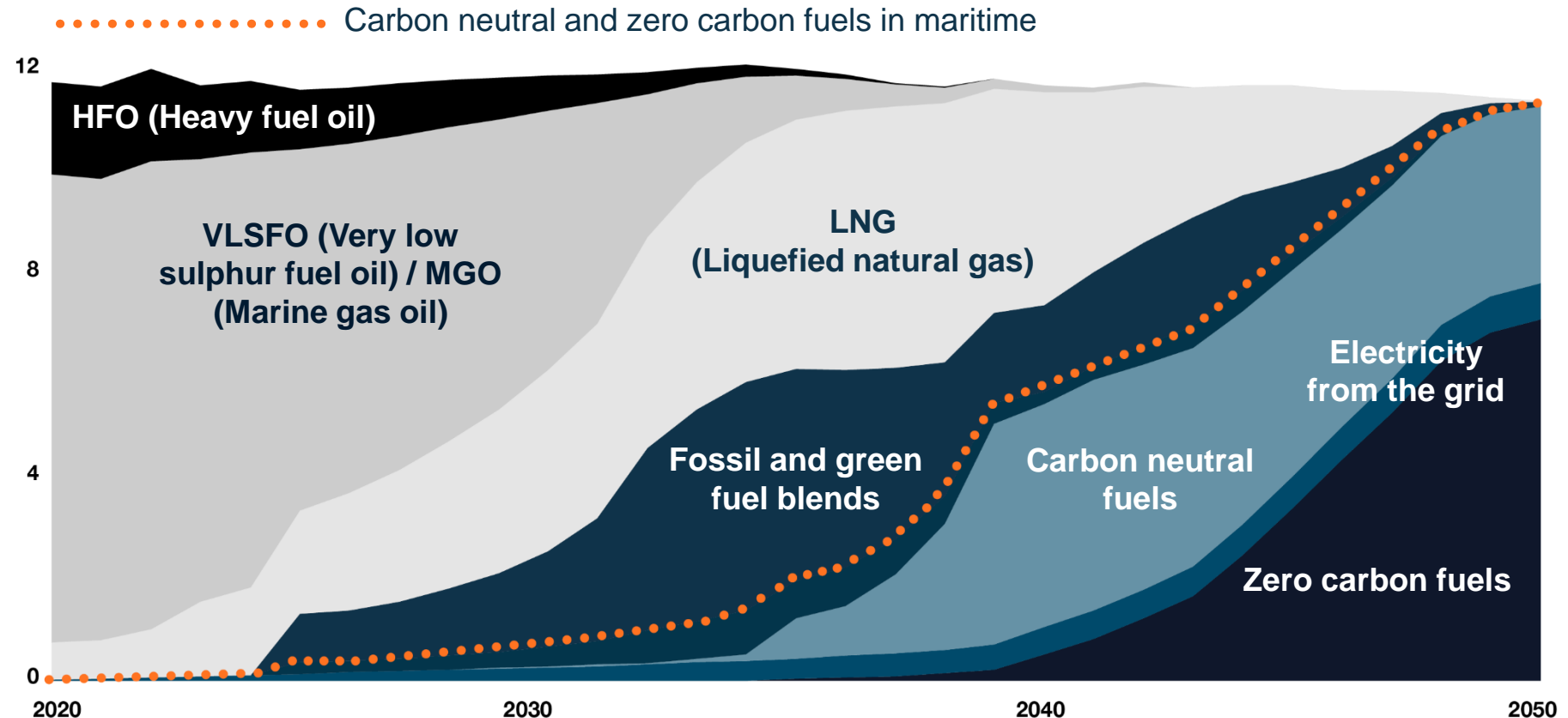
SUPPORTING DECARBONISATION IN MARINE

OWNERS WILL DECIDE ON TECHNOLOGY PARTNERS NOW:

- Vessel life is 25-30 years
- Critical decision criteria:
 - Multifuel capabilities for blending with green fuels
 - Conversion capabilities for future fuels

MOVE FROM A SINGLE-FUEL INDUSTRY TO A MULTI-FUEL ONE

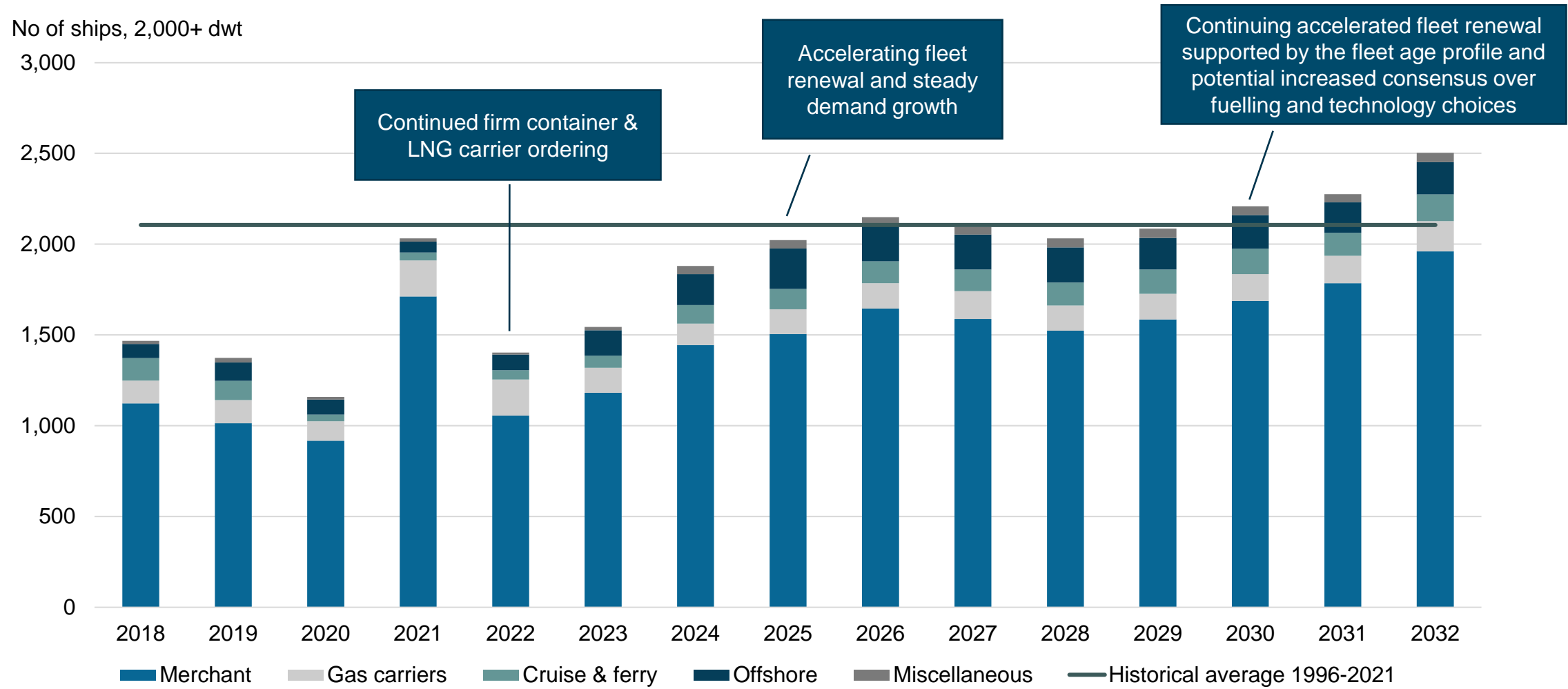
Distribution of fuel types for Decarbonisation 2050 (1.5°C scenario), exajoule



Source: DNV Maritime Forecast 2050 model, Wärtsilä internal estimates



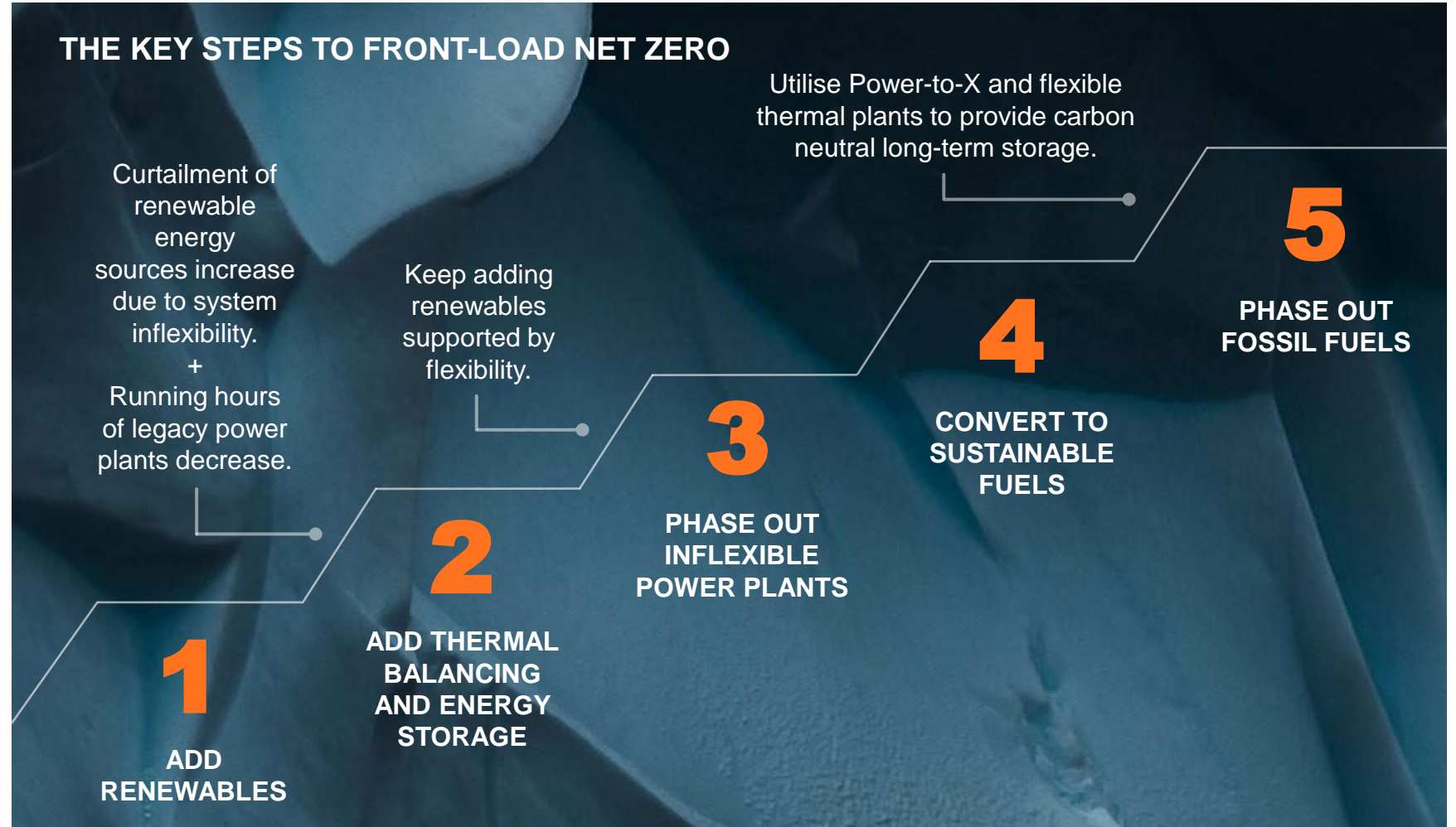
Vessel contracting forecast



Source: Clarksons Research, September 2022

SUPPORTING DECARBONISATION IN ENERGY

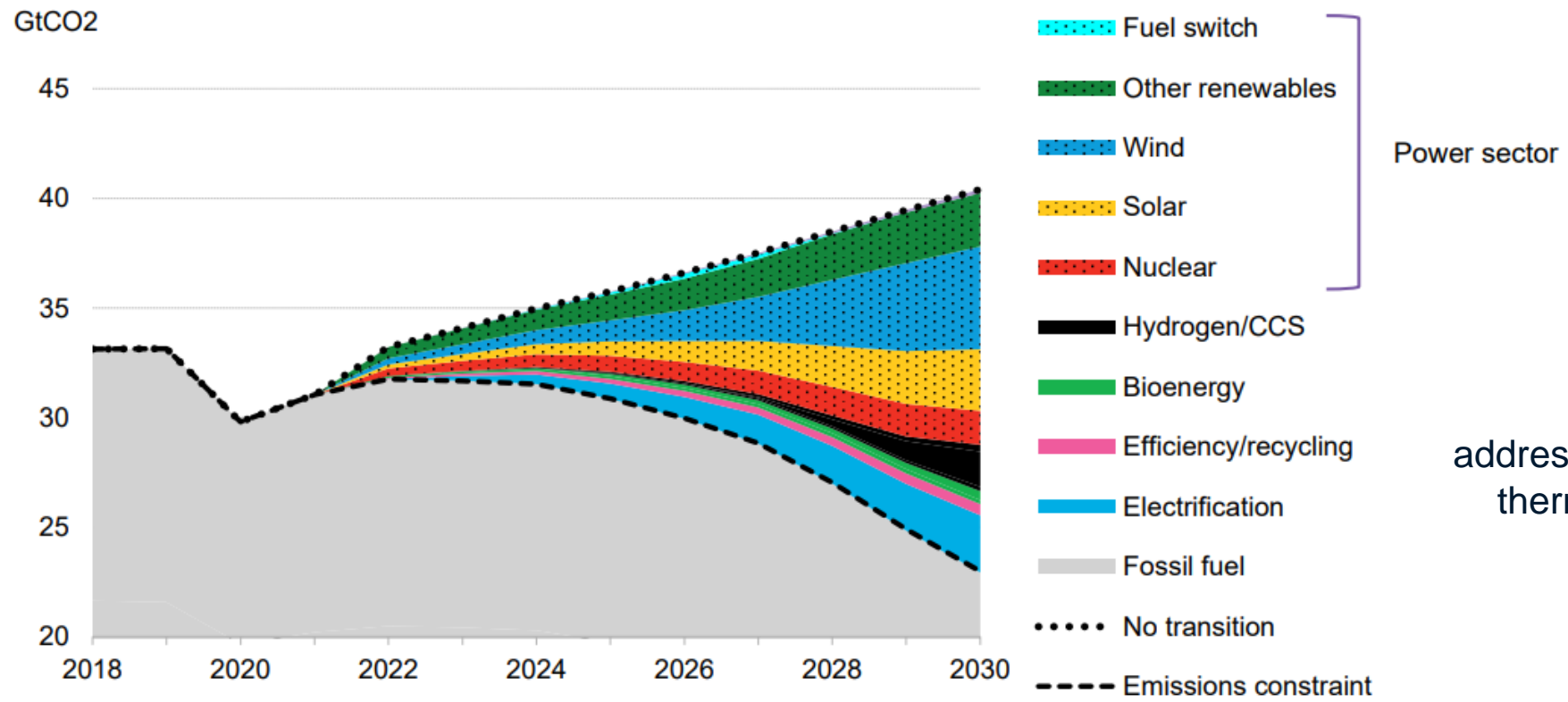
- Wind and solar are intermittent power sources
- Flexible balancing power needed to stabilize the power system: balancing power market expected to grow by 10X ¹⁾
- Reciprocating engines ideally suited to provide balancing power
 - Energy efficient
 - Fast ramp up/ramp down
 - Fuel flexible
- Today running on gas, tomorrow on green fuels



1) by 2030. Source: Bloomberg New Energy Outlook 2020, Wärtsilä estimates



Renewable energy plays a key role in energy sector emissions abatement



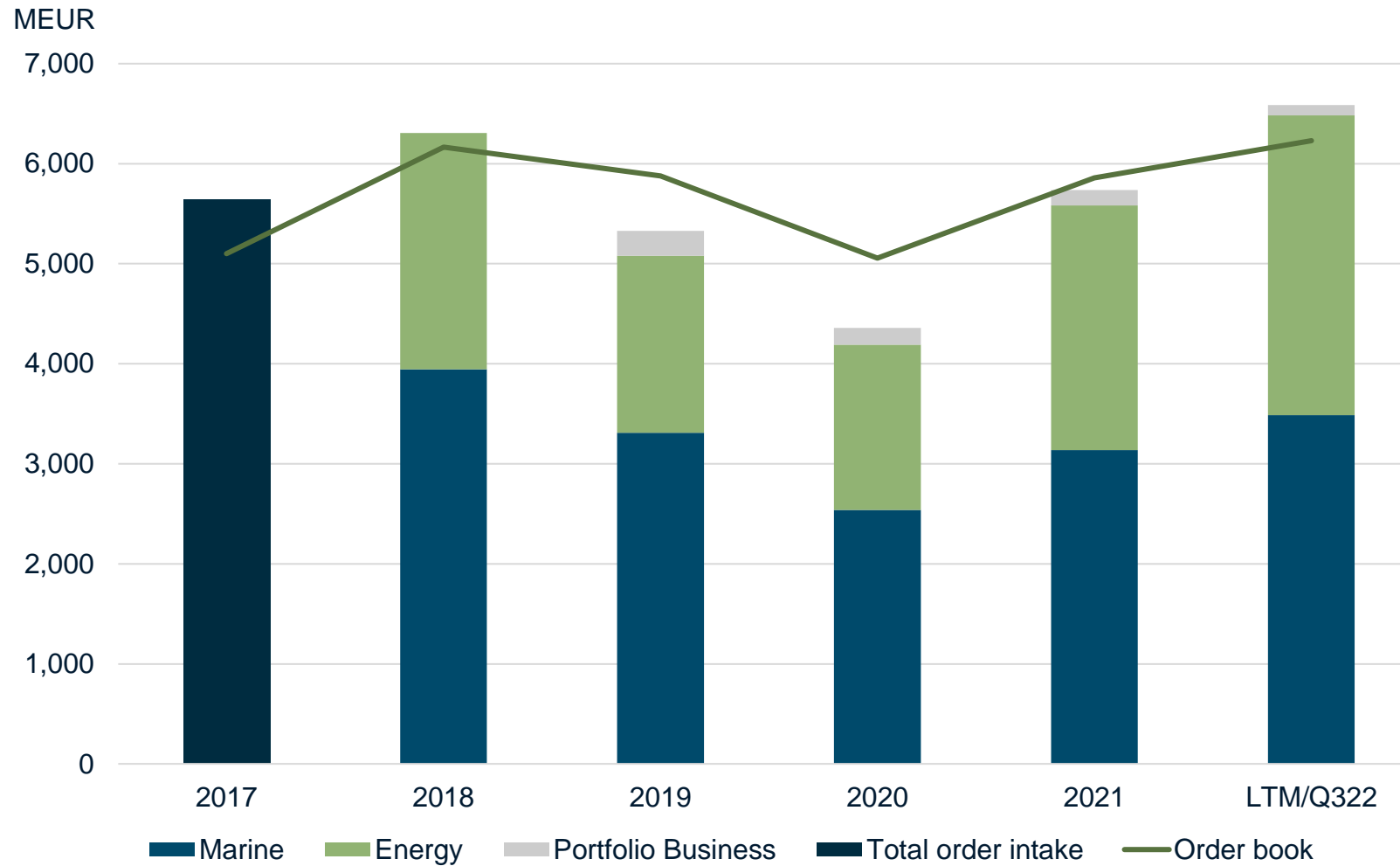
Estimated growth of the addressable annual markets of thermal balancing (GW) and energy storage (GWh) 2020–2030:

+30% p.a.

Source: Bloomberg New Energy Outlook 2021

Source: Bloomberg New Energy Outlook 2020, Wärtsilä estimates at Capital Markets Day 2021

ORDER INTAKE AND ORDER BOOK IMPROVED



Increasing adoption of intermittent renewable energy is accelerating the need for flexible balancing power

Omaha PPD 156 MW - USA



Wärtsilä's technology with fast-starting internal combustion engines will be used to **balance the power generation** to the grid and **ensure system stability**

AGL 250 MWh - Australia



The battery energy storage system will support both thermal and renewable generating assets, and help Australia to **decarbonise** and transition towards **100% renewable energy future**

BTG 150 MW - Brazil



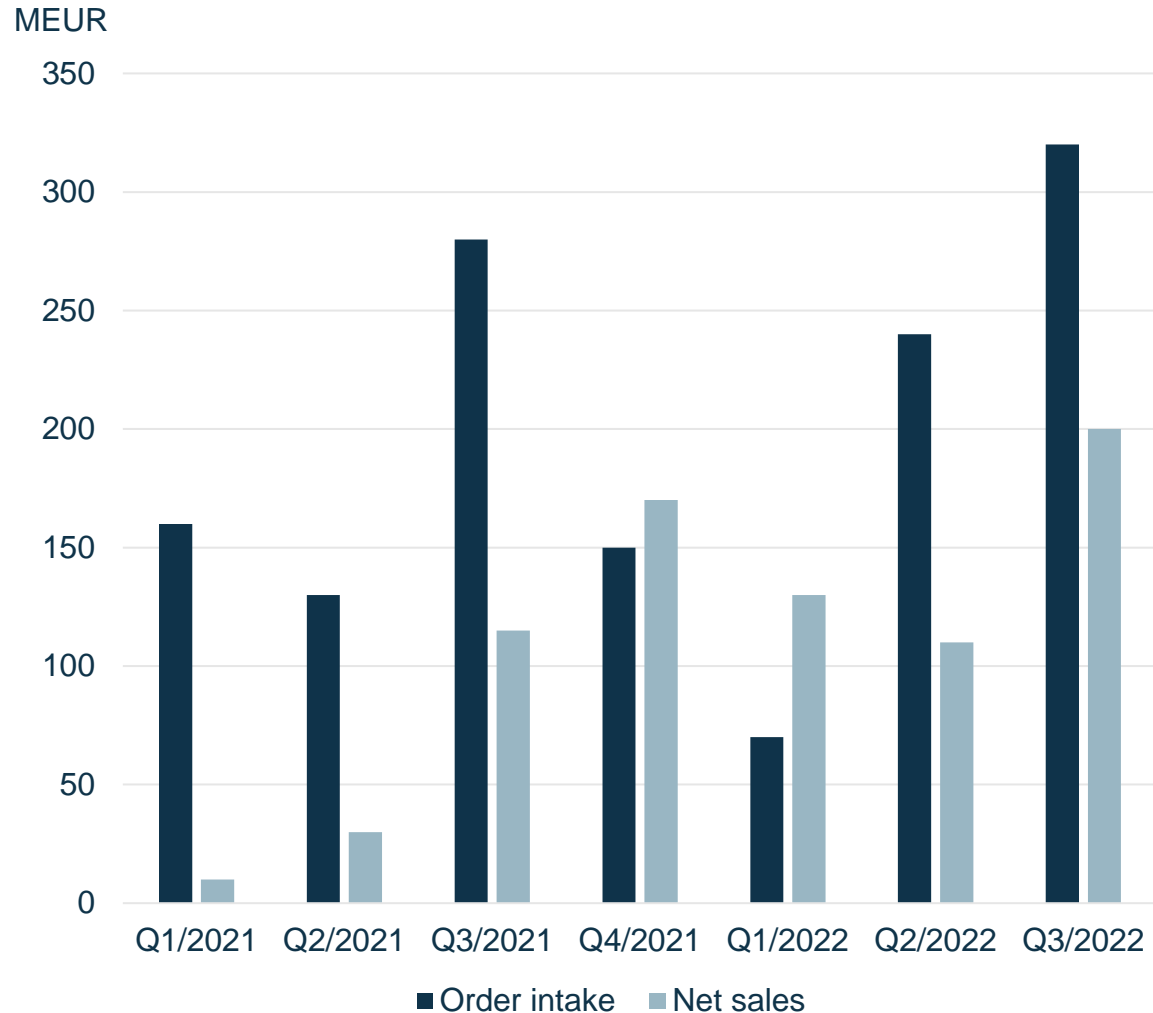
Wärtsilä gas power plants feature **high efficiency** at any load, and can reach **full output power within minutes**, an essential benefit in systems integrating higher levels of renewable energy

CFE 600 MW - Mexico



The two plants will operate continuously during summer months, **meeting the high electricity demand** in the region, while being used to provide **grid balancing service** for the remainder of the year

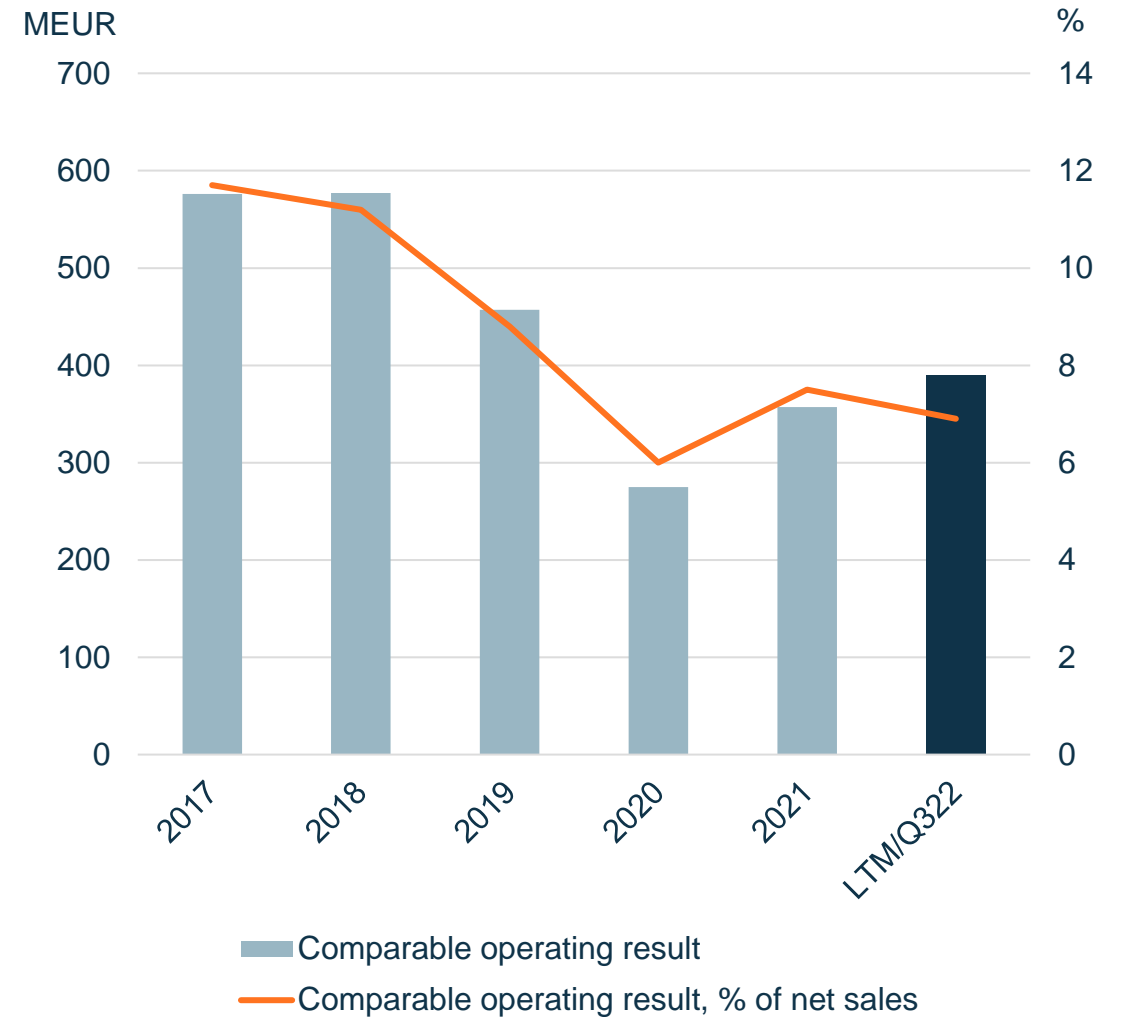
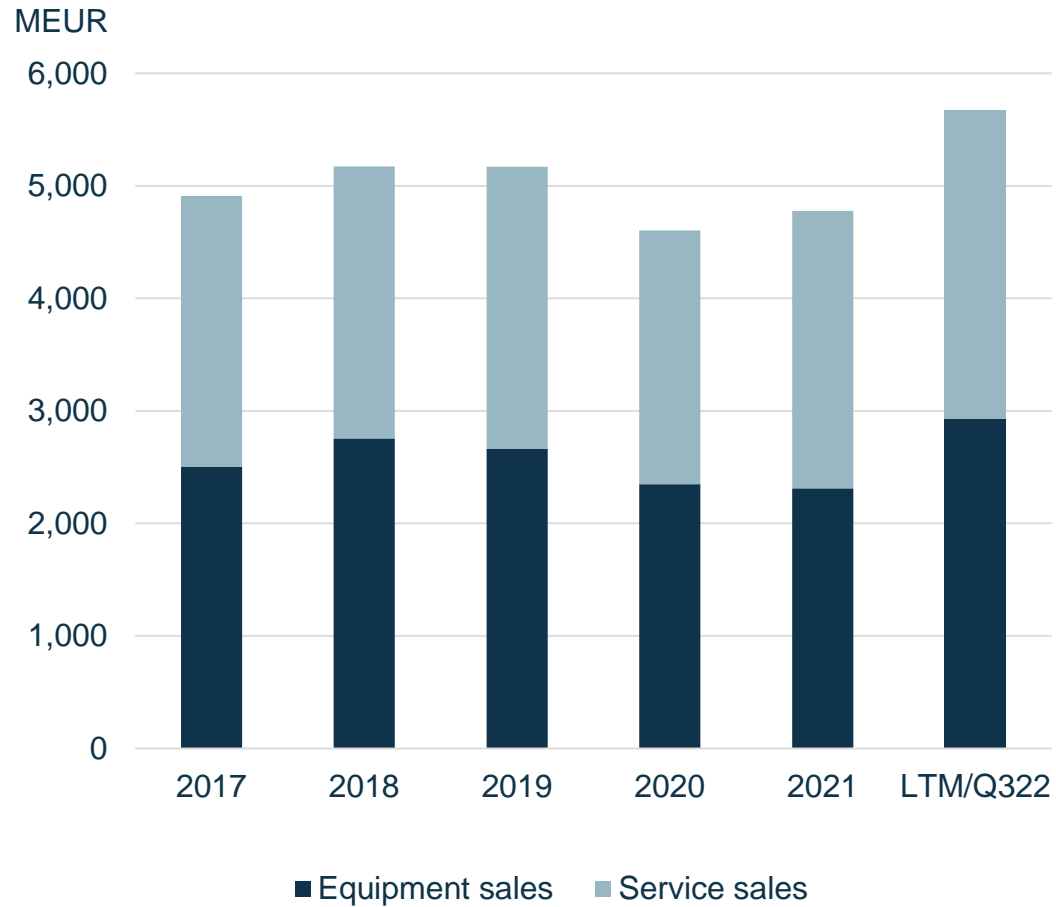
Good demand in energy storage – market expected to grow 30% annually in this decade



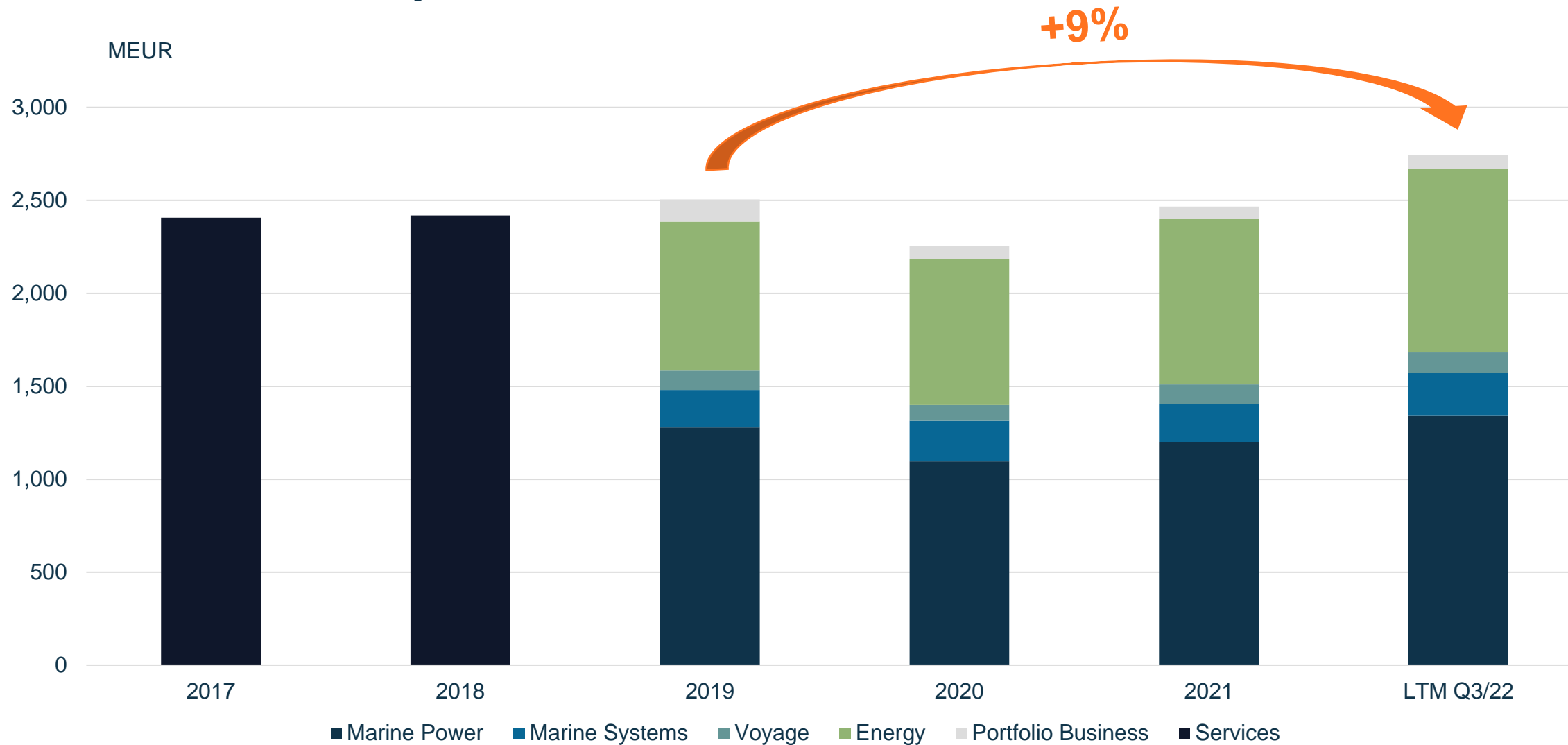
Wärtsilä Energy storage

- Long-proven track record of grid scale system installations globally, integrated with wind, solar, hydro & thermal generation.
- Powered by the advanced GEMS Digital Energy Platform, designed to **optimise energy system lifetime** and **energy system economics**.
- Thermal balancing and energy storage are **complementary technologies**: energy storage solutions for shorter firming periods and dispatchable engines for unlimited periods (with high flexibility).
- Business currently loss making, but we aim to turn it profitable within a few years

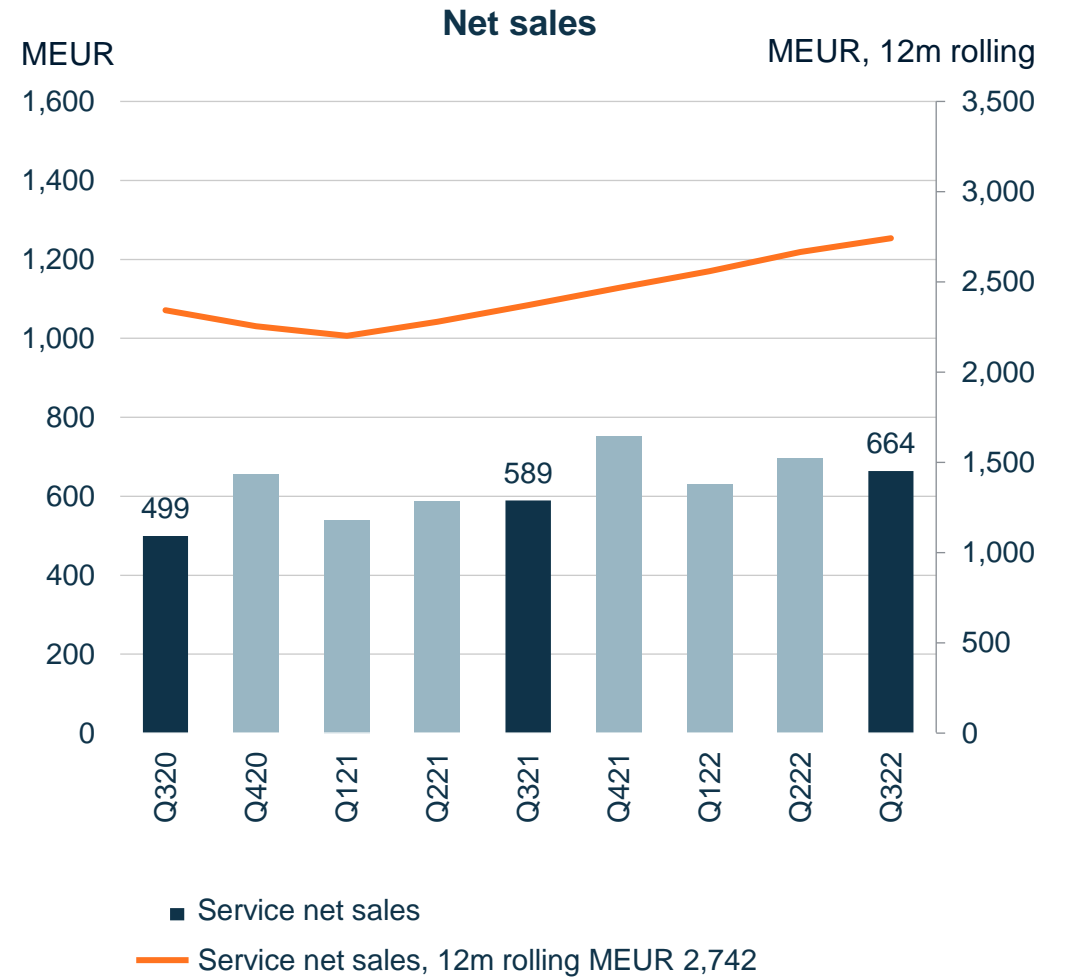
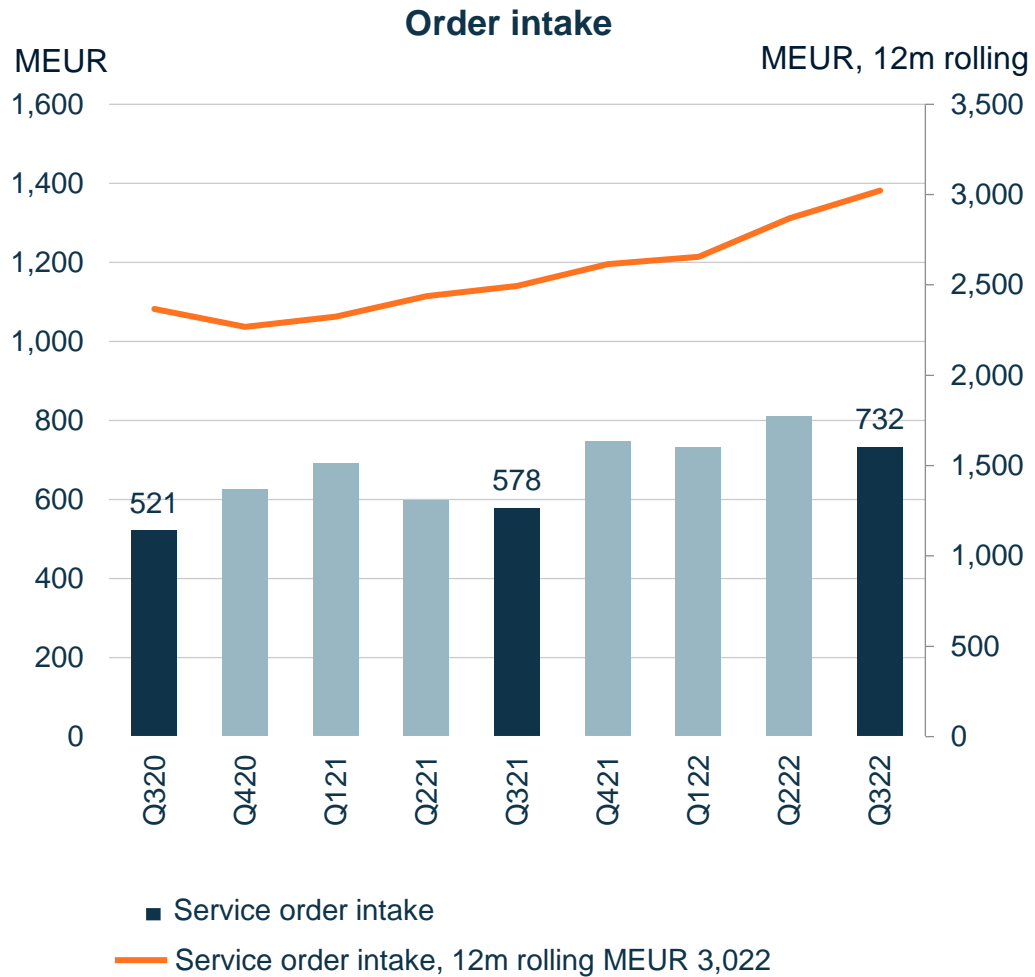
Net sales and comparable operating result increased



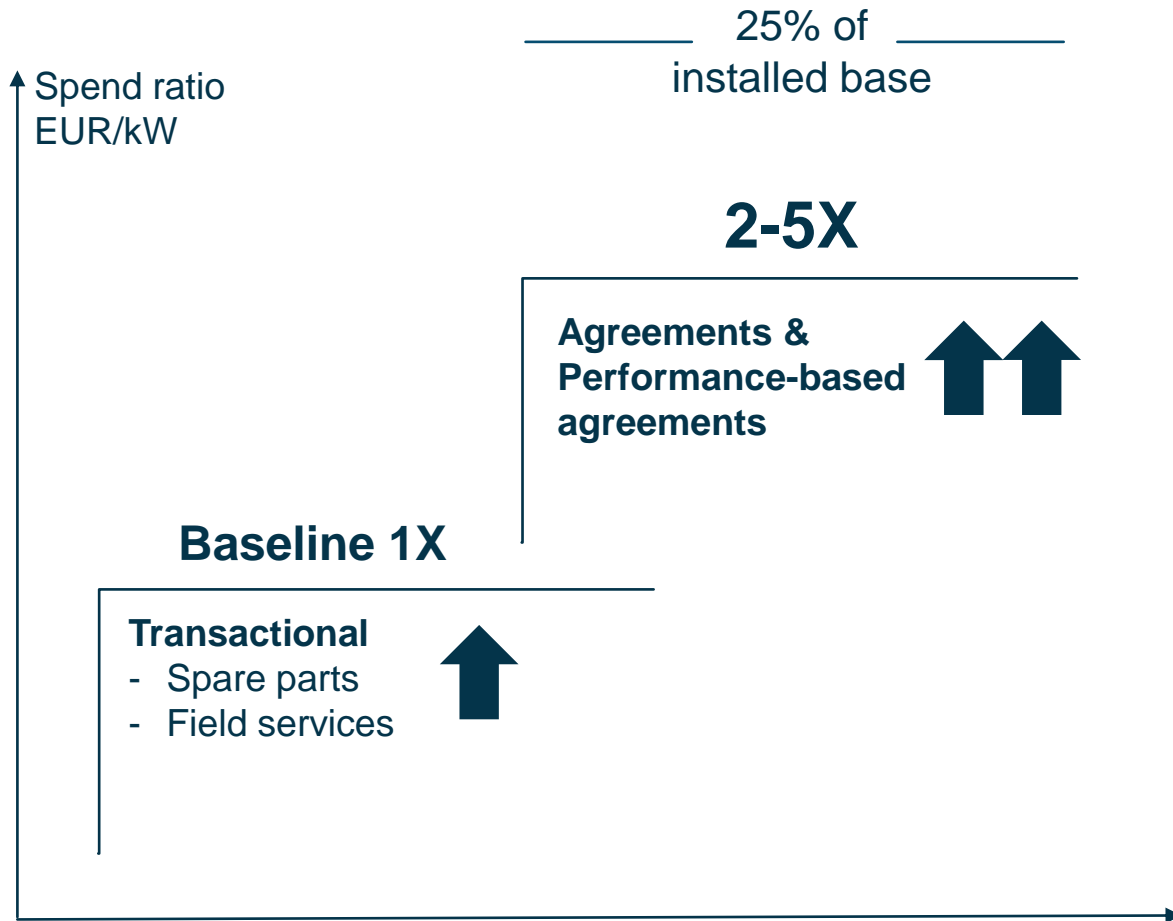
Service net sales by business



Service orders and sales both increasing



Performance-based agreements have significant growth potential, both in Marine and Energy



Moving up the service value ladder

↑ Growth potential

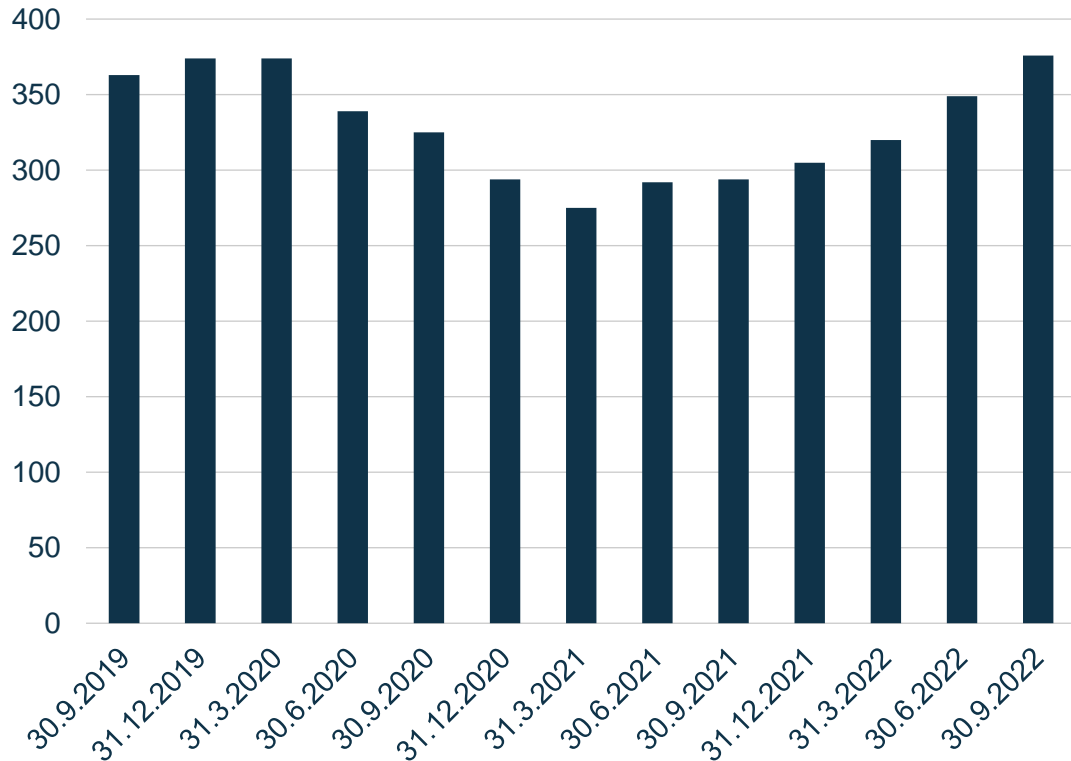
Enablers for growth

- Optimised asset performance for our customers
- Leveraging connectivity, big data, machine learning and extensive service network
- Successful experience from several projects in Marine and Energy

Positive development in both Marine and Energy service business

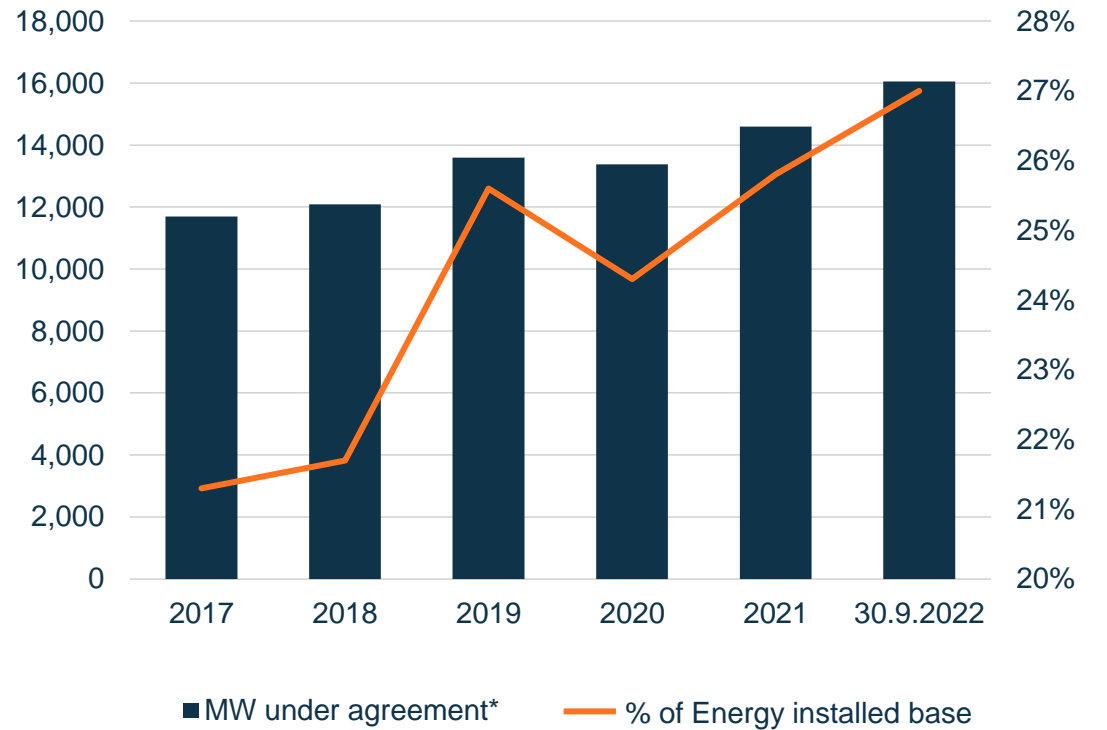
Marine Power net sales from installations under agreement

MEUR, 12m rolling



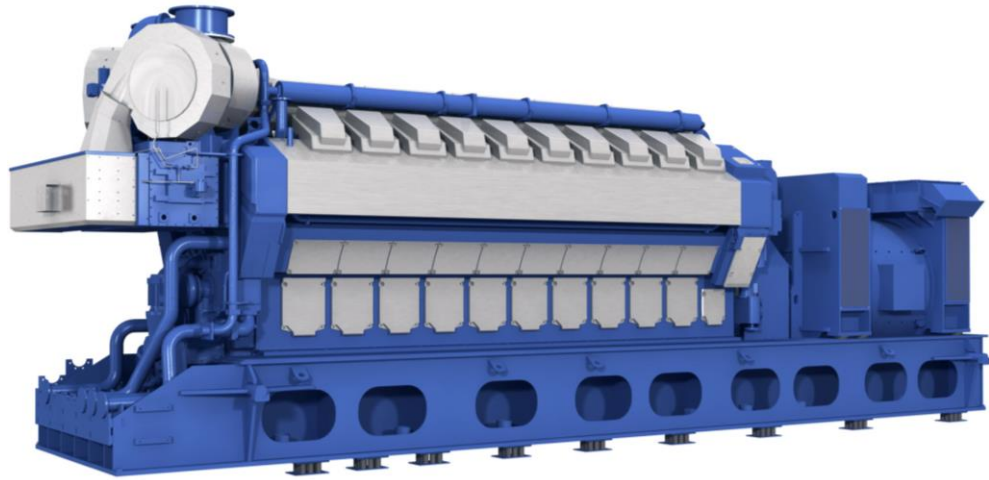
Energy service agreements

MW



* Includes agreements covering both installed assets and assets to be installed in the future

Wärtsilä to support integration of renewables into Japan's power mix by providing balancing power gas engines



- The new Japanese plant will operate with ten Wärtsilä 34SG gas engines. It will replace a 100 MW combined cycle gas turbine that was formerly located on the project site.
- The fast-starting engines will provide the grid balancing and peaking capabilities needed as Japan increases its share of energy from renewable sources.
- The main purpose of the utility-scale power plant is hedging market price fluctuations, and it will also enable participation in the recently launched cross-regional balancing market.
- Japan is committed to addressing climate change and has set a target to have its share of renewable energy within the power mix increased to 36 - 38 percent by 2030.

CBO Group and Wärtsilä sign Decarbonisation Service agreement to speed up fleet sustainability

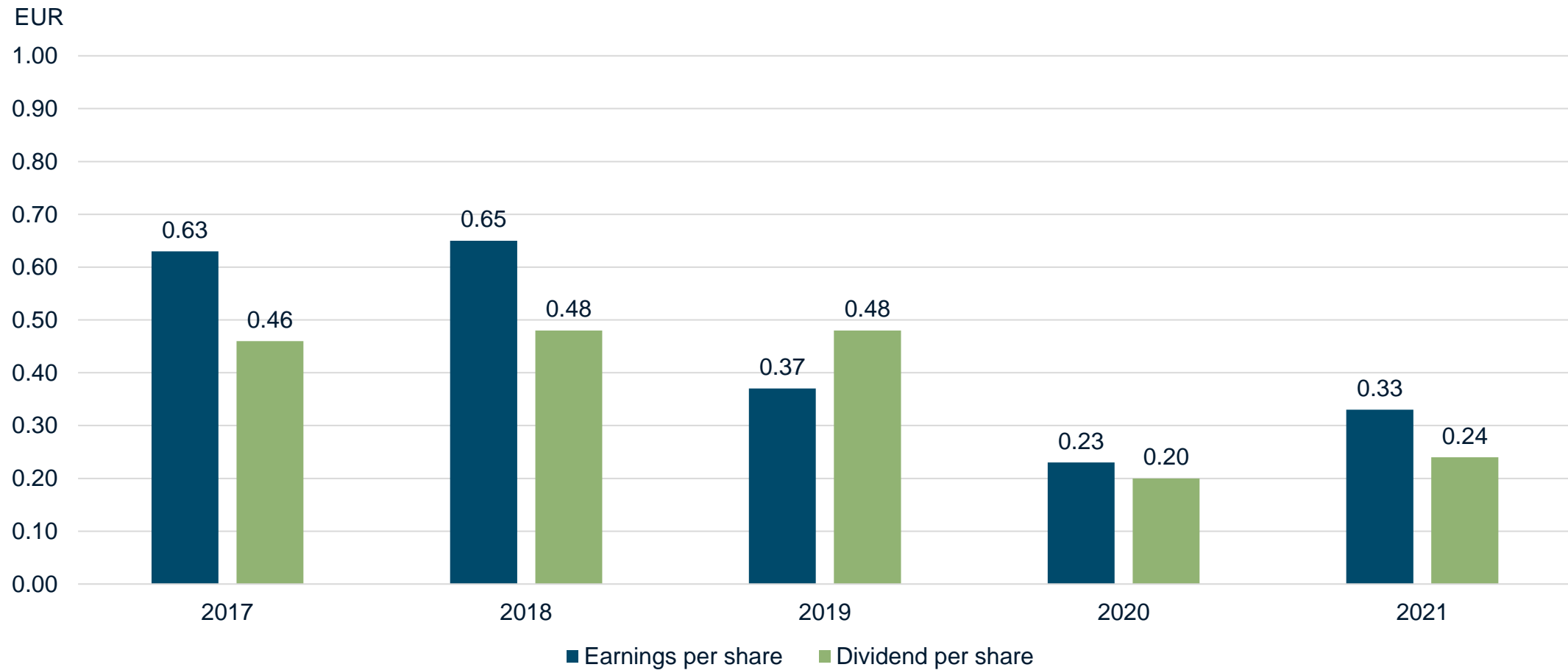


- Wärtsilä and Rio de Janeiro based Companhia Brasileira de Offshore (CBO) have signed an agreement for Decarbonisation Modelling.
- The objective is to support and accelerate CBO's journey towards decarbonised operations for its fleet of offshore support vessels, which is one of the largest in its segment in Brazil.
- Includes a detailed analysis of both short- and long-term solutions, including digitalisation, energy efficiency and energy saving devices, hybridisation, and future alternative marine fuels, with a particular focus on the viability of ethanol fuel.
- The agreement was signed in August 2022.

Strong balance sheet

MEUR	7-9/2022	7-9/2021	1-9/2022	1-9/2021
Cash flow from operating activities	100	49	-113	360
Working capital			108	107
Net interest-bearing debt			377	309
Gearing			0.18	0.14
Solvency, %			34.5	39.3
Basic earnings/share, EUR	0.00	0.08	-0.16	0.19

COMMITTED TO PROVIDING SHAREHOLDER RETURNS



Strong presence in sustainable development indices

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



Sustainability Yearbook
Member 2021
S&P Global



FTSE4Good



S&P Europe 350 ESG Index

Wärtsilä is very well-positioned for the decarbonisation transformation

Leader in

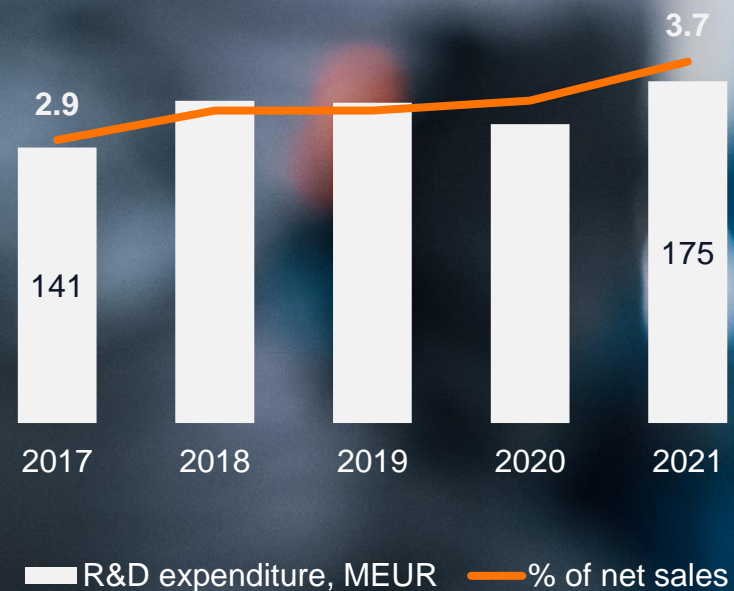
- **Carbon neutral & zero carbon fuels**
 - Available today: biofuels, methanol, up to 25% hydrogen blends
 - 2023: ammonia concept
 - 2025: 100% hydrogen concept
- **Energy efficient fossil fuels**
- **Power system optimisation**
 - Energy storage
 - Thermal balancing power

Pioneer in

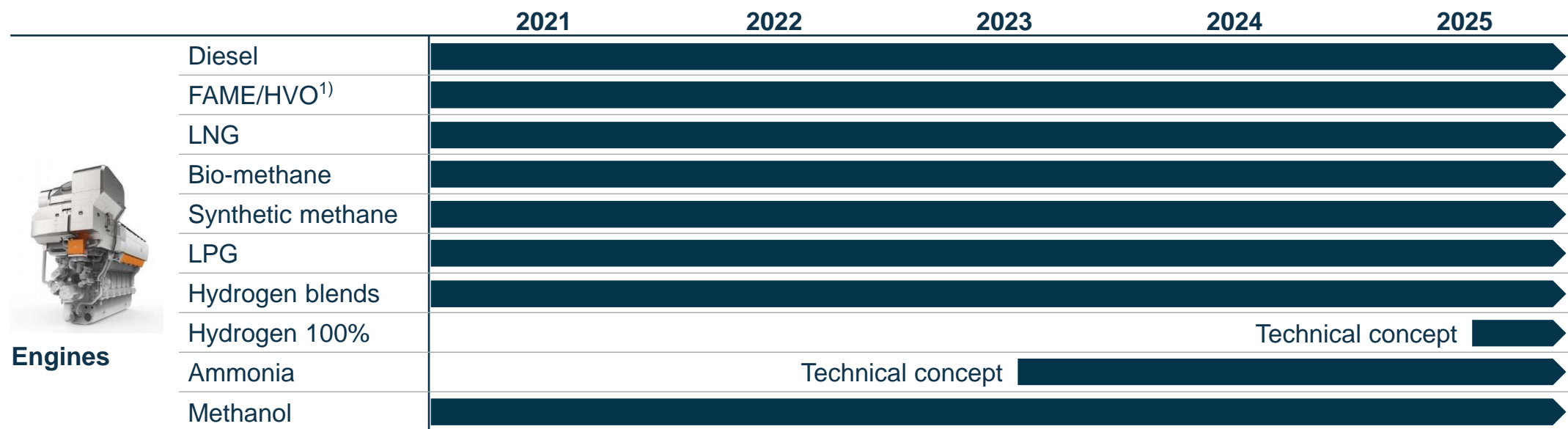
- **Marine electric drivetrain**
- **Marine carbon capture**
- **Marine optimisation and autonomous solutions**
- **Partnering for complementary technologies**
 - Fuel cells
 - Air lubrication
 - Flettner rotors

AMMONIA NH_3 WÄRTSILÄ

WE CONTINUE INVESTING IN INNOVATION TO ENSURE A BROAD, INDUSTRY-LEADING SOLUTION OFFERING


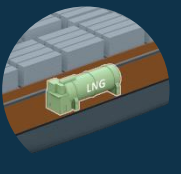

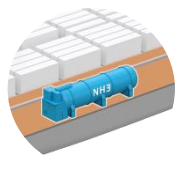
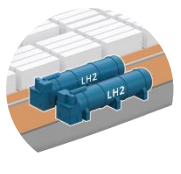
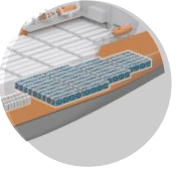



Front-runner in alternative fuel engine technology



1) FAME, HVO: biodiesel

Fuel conversions will play a vital role in the fuel transition for both existing and new vessels built during this and next decade. Fuel selection impacts the vessel structure

Fuel type	 Heavy Fuel Oil @ 20°C	 Liquified Natural Gas @ -162°C	 Methanol @ 20°C	 Ammonia @ -33°C	 Liquid Hydrogen @ -253°C	 Compressed Hydrogen @ 350bar	 Marine Battery Rack
Key considerations	<ul style="list-style-type: none"> Standard tank arrangement 	<ul style="list-style-type: none"> Cryogenic system 	<ul style="list-style-type: none"> Mildly toxic Flexible tank arrangement 	<ul style="list-style-type: none"> Toxic Corrosive 	<ul style="list-style-type: none"> Highly reactive Cryo system 	<ul style="list-style-type: none"> High pressure Multiple tanks arrangement 	<ul style="list-style-type: none"> Marine adaptation reduces density
Fuel price factor (per GJ)	1X	0.7X ²⁾	2.2X-5.4X ³⁾	2.2X-4.5X ³⁾	2.7X-4.5X ³⁾	1.6X-2.6X ³⁾	1.3X-2.3X
<i>Production cost estimate 2025 ¹⁾</i>							
Gross tank size factor	1X ⁴⁾	2.4X	1.7X	3.9X	7.3X	19.5X	~40X (future potential ~20X)

1) Sources: Maersk Mc-Kinney Møller Center for Zero Carbon Shipping – Industry transition strategy 2021, Wärtsilä-DNV collaboration; 2) fuel price for e-methane is expected to be in a range similar to e-methanol; 3) fuel price range spans across blue, bio and green-electro equivalent; 4) gross tank estimations based on Wärtsilä experience

E

Ambitious decarbonization targets for 2030

- Portfolio ready for zero carbon fuels
- Carbon neutrality in own operations

S

Good Corporate Citizen and Responsible Employer

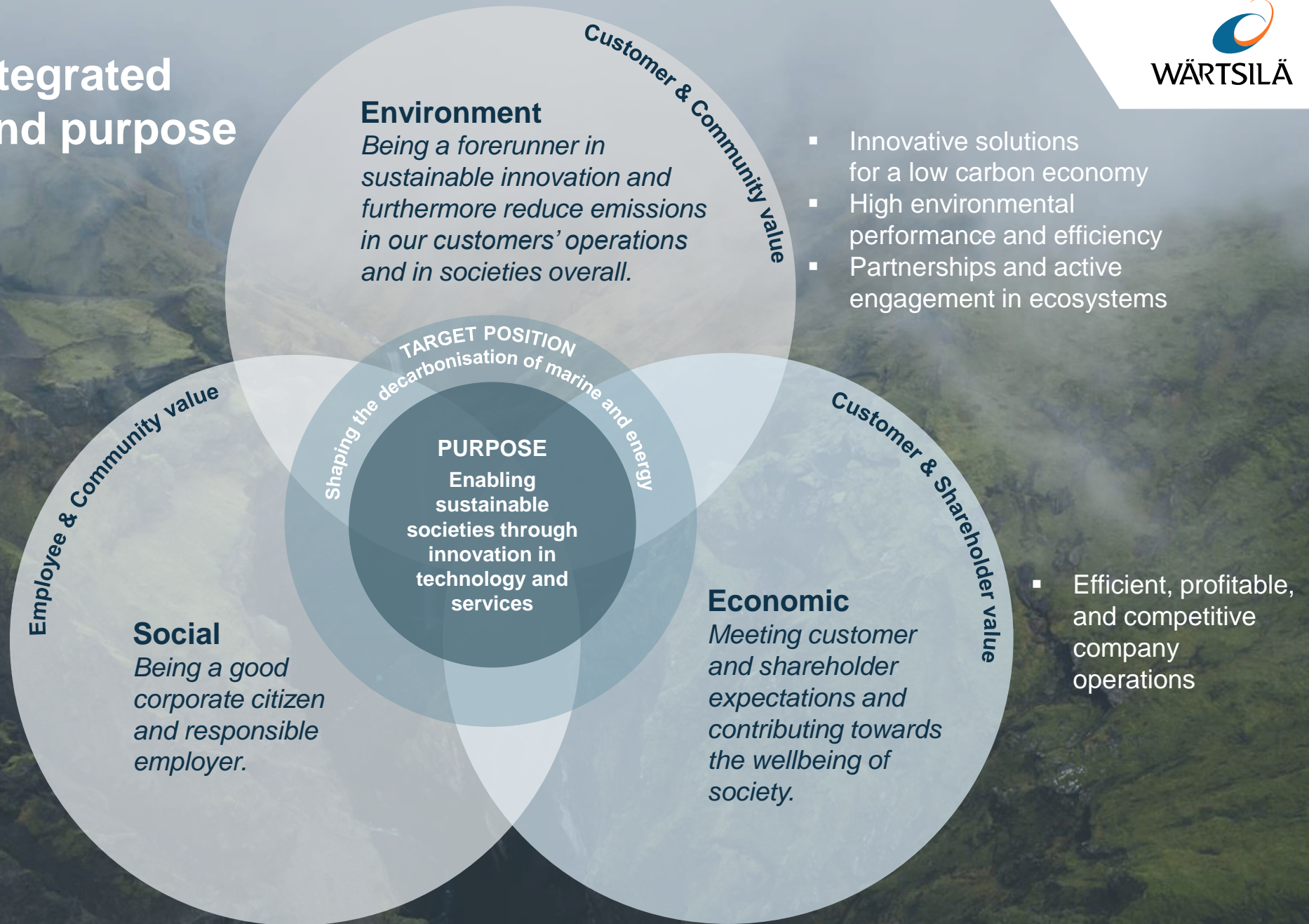
- High ethical standards
- Diversity in focus
- Strive for safety

G

Effective Governance model

- Sustainability matters embedded

Sustainability is integrated into our strategy and purpose










Decarbonising our own operations requires a wide range of actions

”SET FOR 30”

OUR MAIN DECARBONISATION INITIATIVES

2021

2030

-  Energy efficiency measures +/-€
-  Low emission company vehicles +/-€
-  Heat pumps in heating +/-€€
-  R&D and factory engine testings – reduced time +/-€
-  Self-generation and green electricity +++/€€€
-  Simulations and other technologies +/-€
-  Replacing fossil fuels with alternative fuels +++/€€€



+ GHG reduction potential € Cost to reduce

Wärtsilä “Set for 30” is progressing well

Variety of concrete actions have been taken – some examples



Green electricity purchasing fully in use in Finland



Solar panel investment in Bermeo Spain



Environmental standards for selecting new facilities in use



Electric Vehicle policy defined and being rolled out



Heat pumps installed in server room in Norway



Intelligent energy meters installed in Norway - leakages detected



Electric Forklift policy defined and being rolled out



Variety of actions identified to reduce engine testing time

Set for 30

Wärtsilä's focus on social responsibility

Strong ethical culture



Fair competition
Trade compliance
Anti-corruption
Human and Labour Rights

- Clear policies and instructions
- Ethical training programmes and transparent communication
- Effective compliance programmes

A responsible employer



Equal opportunities and diversity
Fair employment practices
Well-being of our employees
Talent and leadership development

- Global policies and processes
- Training programmes and effective communication
- Co-operation and consultation with our employees

A Safe place to work



Strong safety culture
Providing means for safe work
Product design principles

- Employee and leadership engagement
- Consistent safety competencies
- High quality tools and protective equipment
- Robust risk assessment practices
- Incident reporting and investigation
- Emergency preparedness

Responsible value chain



Human and Labour Rights
Compliance
Anti-corruption

- Clear supplier requirements
- Supplier assessment process
- Setting contractual obligations
- Monitoring the supplier performance
- Taking necessary actions in case of non-compliance

Wärtsilä's Governance Model

External Audit

Elected by the Annual General Meeting to audit the consolidated and parent company financial statements and accounting records, and the administration of the parent company.

Internal Audit

Analyses the company's operations and processes, as well as the effectiveness and quality of its supervision mechanisms. The function reports at regular intervals to the Audit Committee.

Annual General Meeting

The Annual General Meeting is Wärtsilä's ultimate decision-making body.

Board of Directors

The Board of Directors consists of eight members elected by the Annual General Meeting. They are responsible for the strategic management of the company.

President & CEO

The Board of Directors appoints the President & CEO, who is in charge of the operative, day-to-day management of the company

Board of Management

The Board of Management supports the President & CEO.

Shareholders' Nomination Board

The Nomination Board prepares matters pertaining to the appointment and remuneration of the Board of Directors.

Audit Committee

The committee's responsibilities include monitoring the financial reporting process and the efficiency of the internal control, internal audit, and risk management systems.

People Committee

The committee's responsibilities include preparing matters concerning the nomination and remuneration of the President & CEO, the CEO's deputy, if any and the members of the Board of Management.

Thematic Boards

Thematic Boards preparing and aligning for Board of Management decision on topical matters like strategy, sustainability, cyber, etc

SIGNIFICANT VALUE CREATION POTENTIAL

PURPOSE



ENABLING SUSTAINABLE SOCIETIES THROUGH INNOVATION IN TECHNOLOGY AND SERVICES



COMMITTED TO TARGETS

FINANCIAL TARGETS

- 5% annual organic growth
- 12% operating margin

"SET FOR 30" – DECARBONISATION

- A product portfolio ready for zero carbon fuels
- Carbon neutral in own operations

ENERGY

Intermittent sources of energy require balancing solutions. By 2030, the balancing power market is expected to grow >10X.

MARINE

An unprecedented rate of change driven by regulations and demand for green transport. 50% GHG reduction in shipping by 2050



TARGET POSITION

SHAPING THE DECARBONISATION OF MARINE & ENERGY



LEADING OFFERING TO SUPPORT OUR CUSTOMERS IN DECARBONISATION

FUEL FLEXIBLE ENGINES ENABLING DECARBONISATION

BATTERY, ENERGY SAVING, AND EMISSION ABATEMENT TECHNOLOGIES

THERMAL BALANCING AND ENERGY STORAGE

ENERGY EFFICIENCY & POWER SYSTEM OPTIMISATION

THE WIDEST SERVICE NETWORK IN THE INDUSTRY

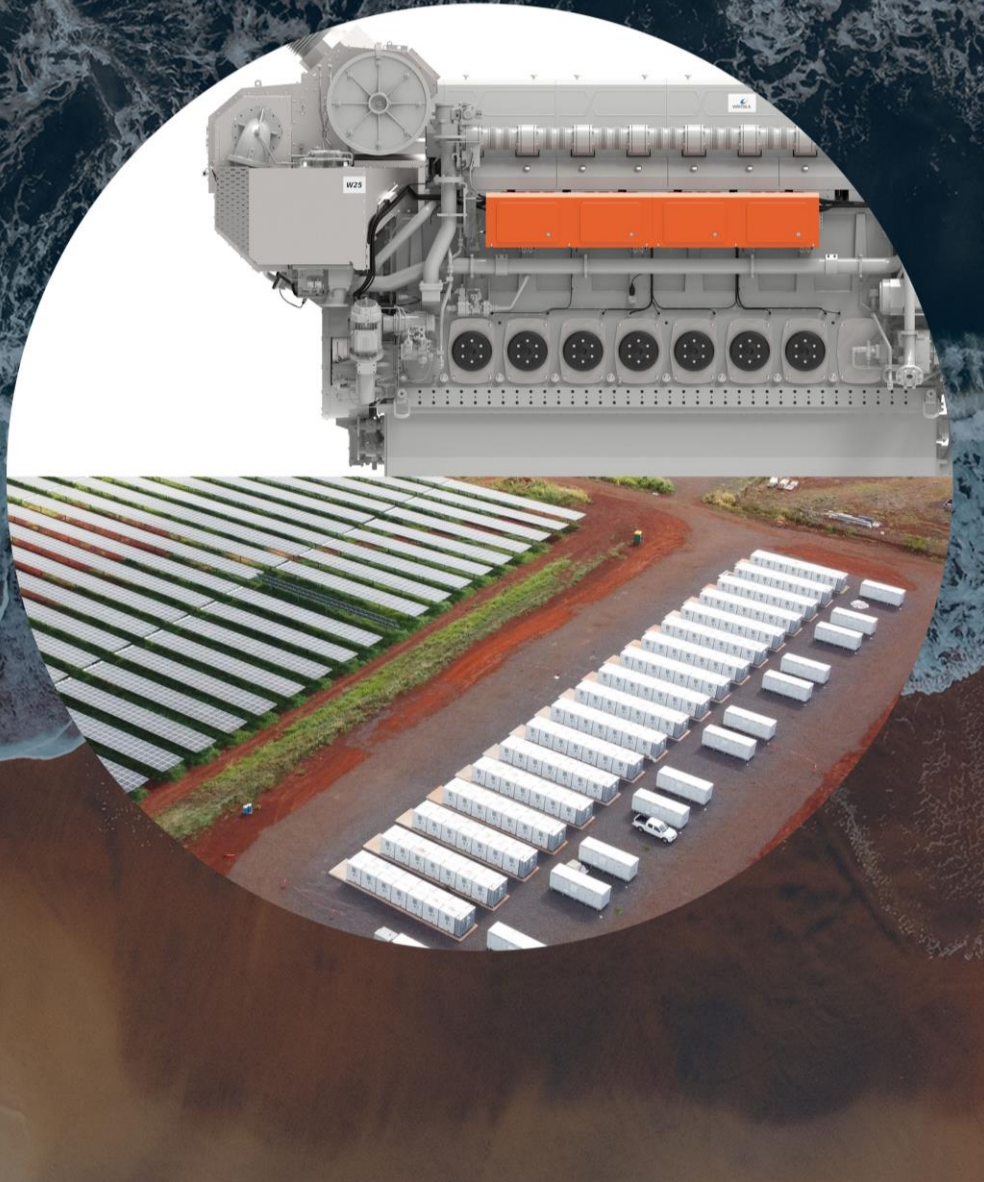
DIGITAL SOLUTIONS ENABLING OPTIMISED OPERATIONS AND SERVICE

Financial development in Q3



Good order intake – cost inflation and business mix burdened profitability

- Order intake increased by 36%
- Net sales increased by 30%
- Good progress in services:
 - Service order intake increased by 27%
 - Service net sales increased by 13%
- Comparable operating result decreased by 6%
- Intensifying cost inflation, prevailing disturbances in supply chains, tightening monetary policies, and challenging macro environment are creating turbulence within the global business environment.
- Last week, we announced that we are taking the next step to further strengthen our marine end-to-end lifecycle offering by integrating the Voyage business into Marine Power as a business unit.



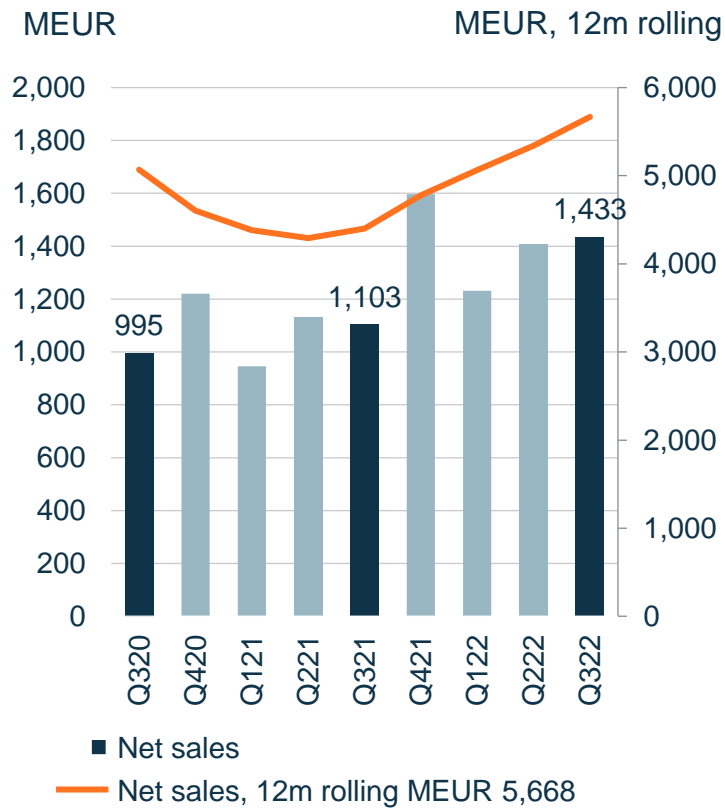
Key figures

MEUR	7-9/2022	7-9/2021	CHANGE	1-9/2022	1-9/2021	CHANGE
Order intake	1,616	1,186	36%	4,436	3,584	24%
of which services	732	578	27%	2,275	1,868	22%
Order book				6,229	5,325	17%
of which current year deliveries				1,651	1,402	18%
Net sales	1,433	1,103	30%	4,072	3,181	28%
of which services	664	589	13%	1,991	1,717	16%
Book-to-bill	1.13	1.07		1.09	1.13	
Operating result	10	75	-87%	-62	170	
% of net sales	0.7	6.8		-1.5	5.3	
Comparable operating result	82	87	-6%	232	199	17%
% of net sales	5.7	7.9		5.7	6.3	

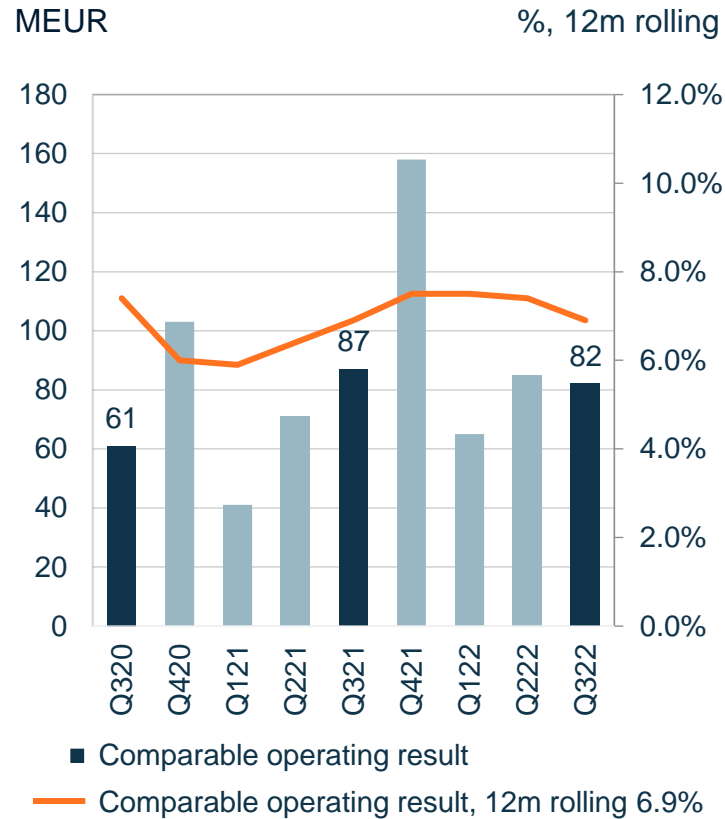
Wärtsilä's financial information for the year 2021 has been adjusted to reflect a change in categorisation between equipment and services in Wärtsilä Marine Power and Wärtsilä Marine Systems. This restatement has no impact on the group's total financial figures.

Third quarter highlights

Net sales



Comparable operating result



Net sales EUR 1,433 million

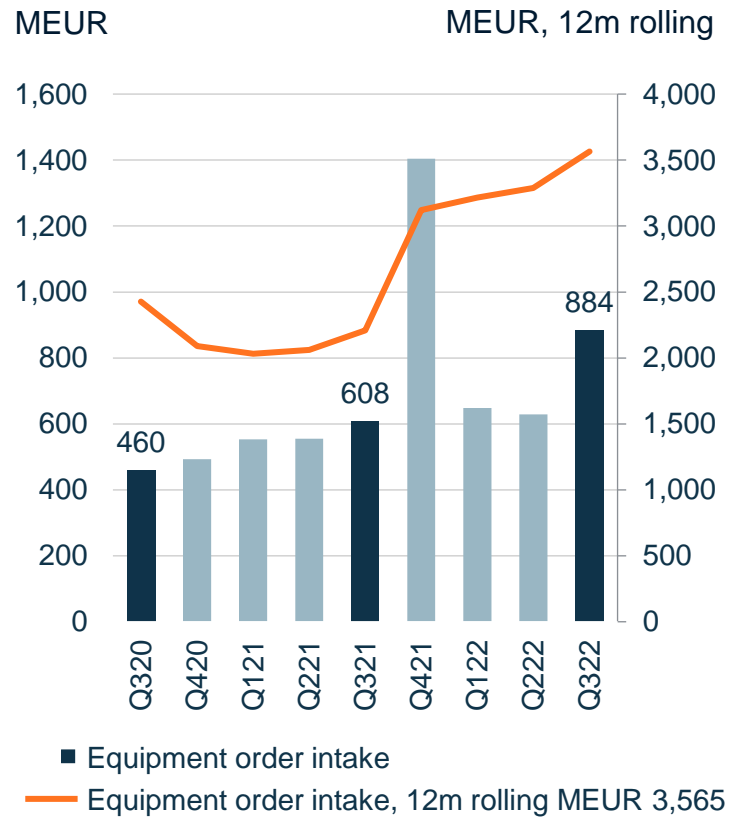
- 13% increase in service sales

Comparable operating result EUR 82 million

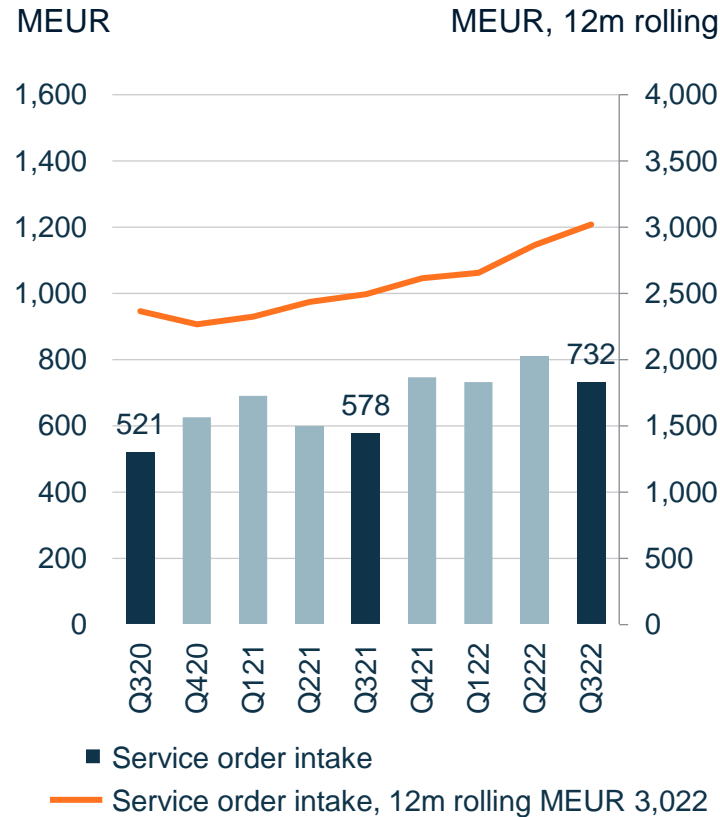
- 6% decline

Order intake increased by 36%

Equipment



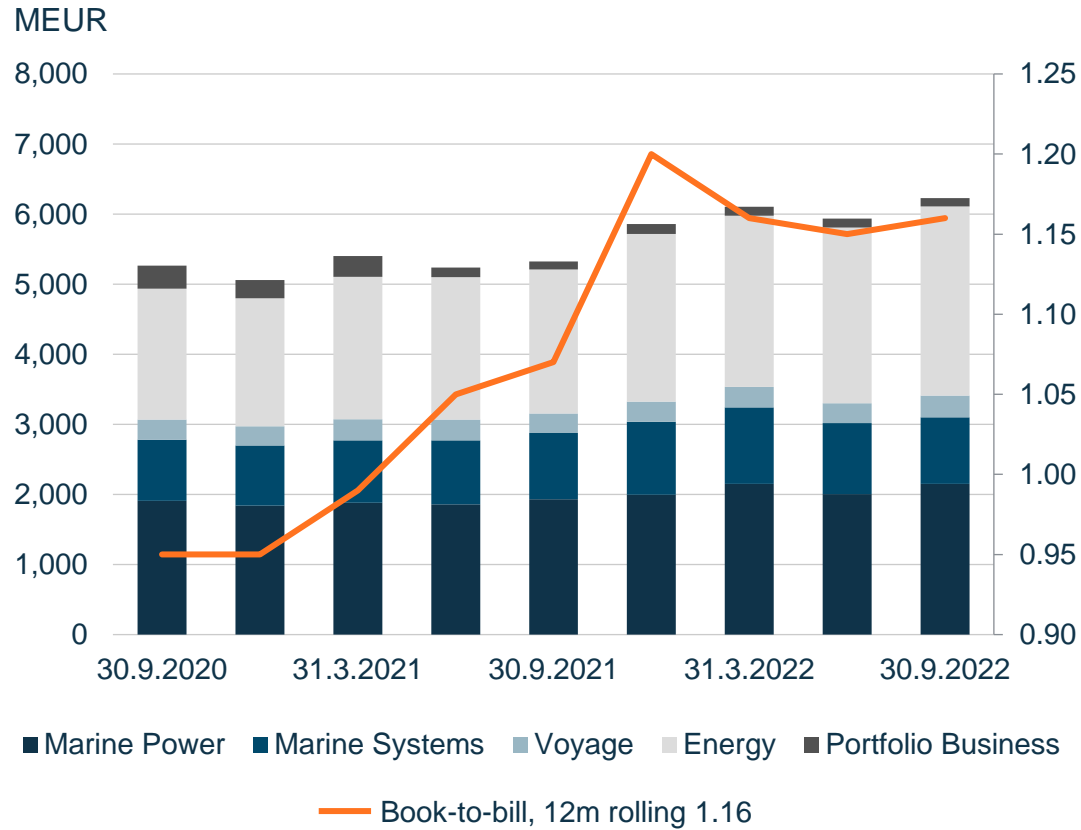
Services



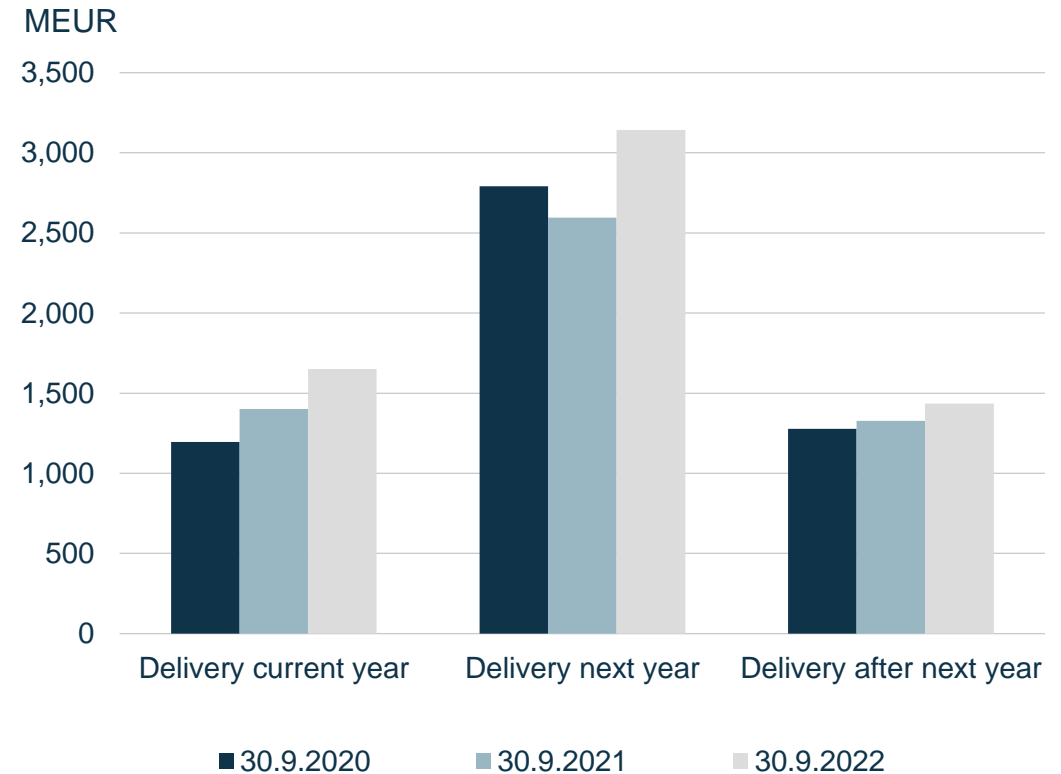
- Equipment order intake increased by 45%
- Service order intake increased by 27%

Strong order book

Order book by business



Order book delivery schedule



Governance



Board of Management



**Håkan Agnevall,
President & CEO**



**Arjen Berends, Chief
Financial Officer**



**Tamara de Gruyter, President,
Wärtsilä Marine Systems**



**Kari Hietanen, Corporate
Relations and Legal Affairs**



**Roger Holm, President,
Wärtsilä Marine Power**



**Hannu Mäntymaa,
President, Wärtsilä Voyage**



**Atte Palomäki, Communications,
Branding & Marketing**



**Teija Sarajärvi, Human
Resources**

Board of Directors



Tom Johnstone CBE, Chair of the Board, President and CEO of AB SKF 2003–2014



Risto Murto, Deputy Chair of the Board, President & CEO of Varma Mutual Pension Insurance Company



Karen Bomba, President of Smiths Interconnect 2017–2020



Morten H. Engelstoff, CEO & EVP of A.P. Møller - Mærsk A/S, APM Terminals 2016–2022



Karin Falk, President, Husqvarna Construction Division



Johan Forssell, President and CEO of Investor AB



Mats Rahmström, President & CEO of Atlas Copco AB



Tiina Tuomela, CFO, Uniper SE

Largest shareholders 6 December 2022 (Euroclear)

#	Name	Shares	Share %
1	Invaw Invest AB	104,711,363	17.70%
2	Varma Mutual Pension Insurance Company	31,768,252	5.37%
3	Ilmarinen Mutual Pension Insurance Company	15,121,503	2.56%
4	Elo Keskinäinen Työeläkevakuutusyhtiö	6,898,000	1.17%
5	The Social Insurance Institution of Finland	5,517,730	0.93%
6	Svenska Litteratur-sällskapet i Finland Rf	5,171,277	0.87%
7	State Pension Fund	4,700,000	0.79%
8	Holdix Oy Ab	4,139,400	0.70%
9	Jenny and Antti Wihuri Foundation	2,700,000	0.46%
10	Sigrid Jusélius Foundation	2,374,505	0.40%
	Nominee registered	191,657,187	32.39%
	Total	591,723,390	100.00%

Wärtsilä in brief



KEY FIGURES 2021

Order intake
5,735 MEUR

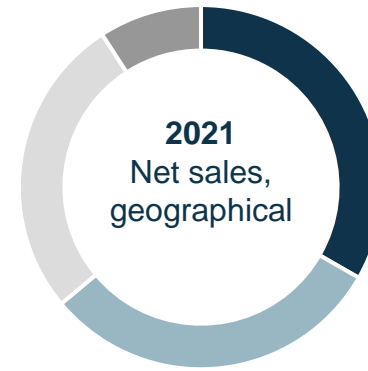
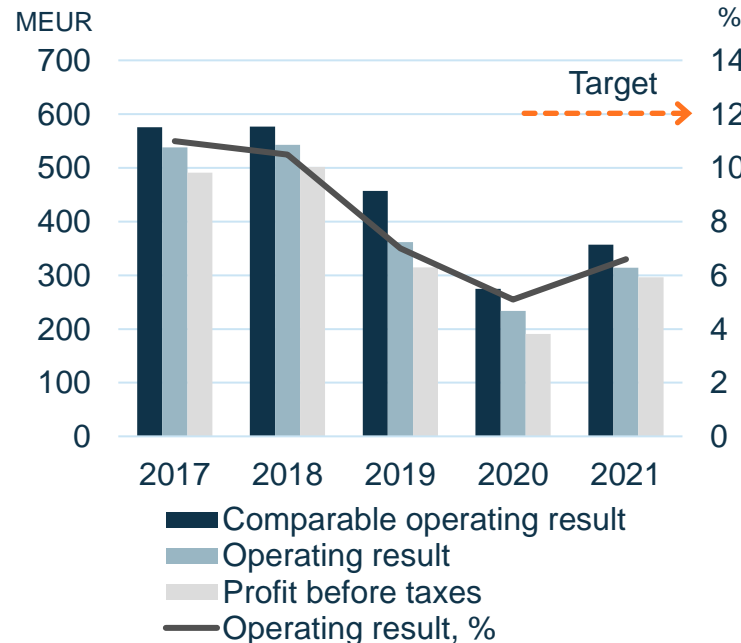
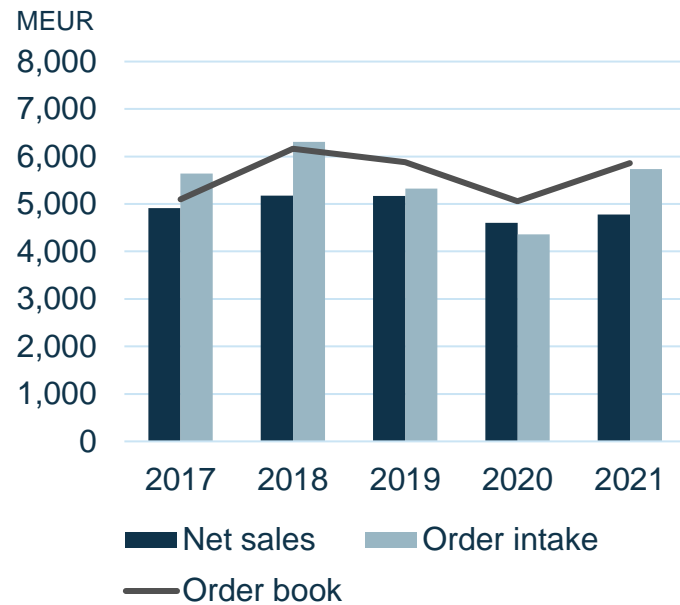
Net sales
4,778 MEUR

Comparable operating result
357 MEUR
7.5% of net sales

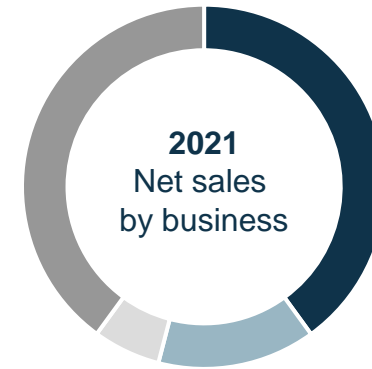
Operating result
314 MEUR
6.6% of net sales

Cash flow from operating activities
731 MEUR

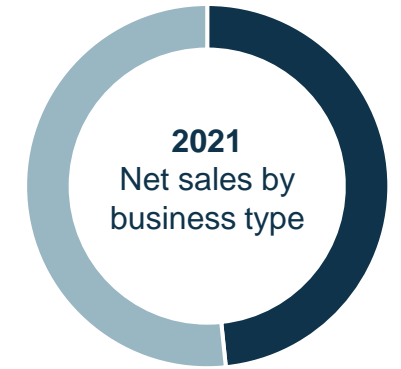
Personnel
17,000



■ Europe ■ Asia ■ Americas ■ Other



■ Marine Power ■ Marine Systems
■ Voyage ■ Energy



■ Equipment ■ Services

Investor relations

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Clear financial targets and strong commitment to realise them



Robust capital allocation principles and active portfolio management



Notable opportunity in retrofits and conversions



Extensive service network, positioned for growth both in transactional services and performance-based agreements

- High performing teams
- Performance excellence and robust execution

- Continuous improvement
- Cost structure – actions taken when necessary

Strong track record in innovations

Investing ~3% of net sales on R&D yearly

Today: engines run on biofuels, methanol, up to 25% hydrogen blends

By 2023: pure ammonia fuel engine concept ready

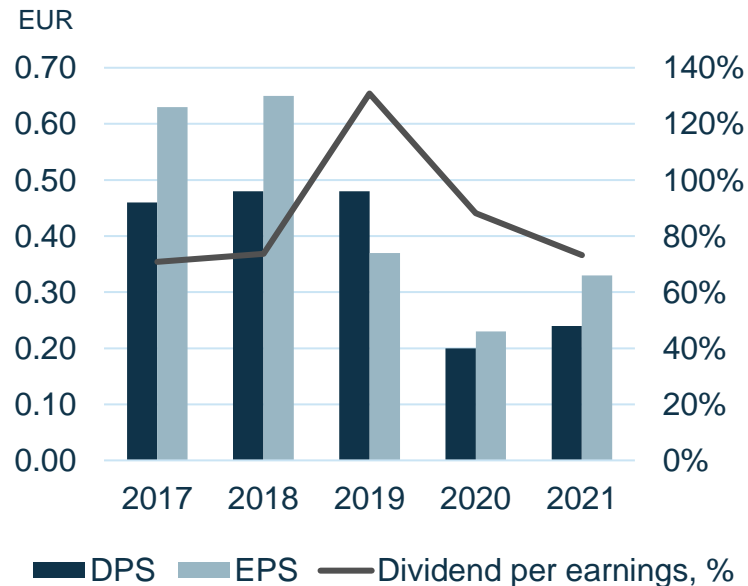
By 2025: pure hydrogen fuel engine concept ready

Solid balance sheet



WÄRTSILÄ

Dividend



Financial targets

Net sales

5% annual organic growth

Profitability

12% operating margin

Capital structure

Gearing below 0.50

Dividend

Distribute a dividend of at least 50% of earnings

Capturing opportunities arising from decarbonisation

Marine

- Increasing environmental regulations
- Demand for green sea transport, driven by companies' environmental commitments to their customers
- Need for fuel flexible engines

Energy

- Country climate pledges
- Coal phase-out
- Renewables growth and the consequent need for balancing power and energy storage
- Need for fuel flexible engines

MAIN COMPETITORS

ENGINES

MAN
Himsen
Rolls-Royce
INNIO

OTHER MARINE SOLUTIONS

Kongsberg
Alfa Laval
GE
Siemens
Schottel

OTHER ENERGY SOLUTIONS

GE
Siemens
Tesla
Fluence

CUSTOMER BASE

MARINE BUSINESSES

Ship owners
Ship operators
Ship management companies
Charterers
Shipyards
Port authorities

ENERGY

Utilities
Independent Power Producers (IPPs)
Industrial customers

For more information, call us or visit our [Investors page](#)

Next upcoming IR events

- 3 January 2023, Pre-silent call with CFO
- 31 January 2023, Financial Statements Bulletin 2022

Wärtsilä Investor Relations

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