Review by the President & CEO
Håkan Agnevall
Wärtsilä Board of Management
In a world of geopolitical uncertainty, we continued to take actions to improve our profitability
Health and safety of personnel is a key priority for Wärtsilä
THE WÄRTSILÄ WAY

Purpose
Enabling sustainable societies through innovation in technology and services

Target position
Shaping the decarbonisation of marine and energy

Strategic priorities
Roadmap to improve performance and reach the Target position

Values and Leadership
Customer Success, Passion, Performance
Inauguration of the Sustainable Technology Hub
Strategic partnerships and acquisitions support our growth
Our financial targets reflect opportunities for growth and increasing profitability

<table>
<thead>
<tr>
<th>Target</th>
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<tbody>
<tr>
<td>Net sales</td>
<td>5% annual organic growth</td>
</tr>
<tr>
<td>Profitability</td>
<td>12% operating margin</td>
</tr>
<tr>
<td>Capital structure</td>
<td>Gearing <strong>below 0.50</strong></td>
</tr>
<tr>
<td>Dividend</td>
<td><strong>At least 50%</strong> of earnings</td>
</tr>
</tbody>
</table>
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
Order intake increased by 6%
Delivering customer value in Marine and Energy

Important orders for balancing power in the US, Japan and Italy

Hybrid propulsion system for three new RoPax vessels

Maran Gas Maritime renewed their Optimised Maintenance Agreement
Net sales increased by 22%

Comparable operating result declined
## Strong balance sheet supports business growth

<table>
<thead>
<tr>
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<th>1-12/2022</th>
<th>1-12/2021</th>
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</thead>
<tbody>
<tr>
<td>Cash flow from operating activities</td>
<td>-62</td>
<td>731</td>
</tr>
<tr>
<td>Working capital</td>
<td>179</td>
<td>-100</td>
</tr>
<tr>
<td>Net interest-bearing debt</td>
<td>481</td>
<td>4</td>
</tr>
<tr>
<td>Gearing</td>
<td>0.23</td>
<td>0.00</td>
</tr>
<tr>
<td>Solvency, %</td>
<td>35.3</td>
<td>38.6</td>
</tr>
<tr>
<td>Basic earnings/share, EUR</td>
<td>-0.11</td>
<td>0.33</td>
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</table>
Large items affecting comparability burdened earnings per share, but strong balance sheet enables dividend payment

*Dividend is a proposal from the Board of Directors*
We continue to invest in innovation for a leading customer offering in the decarbonisation transformation.

* Figure in the comparison period 2021 has been restated to reflect a change in the definition of research and development expenditure.
Prospects for 2023

Wärtsilä expects the demand environment for the next 12 months in the Marine business (including Marine Power and Marine Systems) to be similar to that of last year. For the Energy business, Wärtsilä expects the demand environment to be better than last year.
Thank you!