

This is Wärtsilä

Shaping the decarbonisation
of marine and energy



Our everyday lives rely on electricity and goods shipped worldwide

1/3 of global greenhouse gases come from the marine and energy sectors

Nearly 90% of trade travels by sea

Electricity demand is expected to double – or more – by 2050



We are dedicated to shaping the decarbonisation of marine and energy

We help our customers to reduce emissions while securing financial viability.

Our purpose is enabling sustainable societies through innovation in technology and services.



TIME

WORLD'S MOST
SUSTAINABLE
COMPANIES

IN PARTNERSHIP WITH
statista  **2025**

Green is not black or white

We will need all the tools in the toolbox to get through the transition



No single solution will get us through the transition alone



Most of the needed technologies already exist



Fossil fuels will play a role for decades



We are a global leader in technology and services

Serving our customers wherever they are in the world



Of the world's 110,000+ large vessels,
one in three carry Wärtsilä solutions on board



180 countries
where we have delivered energy installations

Two centuries of innovation

1834

Sawmill is established in Finnish village, Wärtsilä

1995

Our engine can switch fuel during operation

2023

World's first 4-stroke ammonia engine solution for marine

2025

Recognised among the world's most sustainable companies, the world's best employers, and for our awarded inventions*

2001

Remote monitoring launch

Industry-first carbon capture solution in marine

1950s

Our first marine engines

1970s

Entering the energy sector

2010s

World's first hybrid system on a vessel

Our engine in Guinness World Records

First methanol conversion

2022

First newbuild methanol engines

2024

World's first 100% hydrogen-ready engine power plant concept

*TIME, Forbes, and Financial Times

A global team of experts fuelling change since 1834



52%

service sales
of total



6,914

net sales, MEUR



17,900

people



199

locations



123

nationalities



78

countries



Figures from 2025

A culture that fuels our power

84%

of Wärtsilians are proud of our company's efforts to have a positive impact in the world.

90%

of Wärtsilians feel work here meets or exceeds expectations.





Living our commitment to diversity and inclusion

We foster a culture where everyone feels safe to be themselves and has equal opportunities to grow.

Through inclusive leadership, we fuel our power, spark innovation and drive business impact.

How we perform

Foster everyday belonging and inclusion

How we grow

Ensure equity & equal opportunity

How we lead

Lead and collaborate through diverse teams

The broadest service network for marine and energy

Over half of our sales come from services

>90%

service
agreement
renewal rate

3,500

field service
engineers having our
customers' backs

>90%

of customer tickets
solved remotely,
preventing issues



Figures from 2025

Set for 30 – our decarbonisation targets for 2030

Product portfolio ready for zero-carbon fuels

- Our engines can run on low- and zero-carbon fuels
- Hydrogen, ammonia, and methanol technologies progressed significantly in 2025

Carbon neutral in our own operations

- Greenhouse gas emissions down 53% by end of 2025

25% reduction of direct suppliers' greenhouse gas emissions

- In 2025, target baseline was set based on suppliers' GHG emissions data



Håkan Agnevall,
President & CEO

The decarbonisation of marine and energy continues to advance



A changing world, accelerating decarbonisation



Urgency to cut emissions

- Growing energy demand and trade
- Policies and regulations
Marine: net zero GHG ~2050
Energy: net zero targets for 77% of emissions
- Weather phenomena and related vulnerabilities



Technology maturity

- Renewables
- Fuel-flexible tech and sustainable fuels
- Other tech, e.g., abatement and batteries



Connectivity and data

- More systems, data, and complexity
- Holistic optimisation

Three pathways for decarbonisation in marine

Burn less fuel

More efficient operations and solutions

Clean up emissions

Carbon capture, exhaust treatment

Use alternative energy sources

Sustainable fuels, hybridisation and electrification

A 100% reduction in greenhouse gas emissions will require the adoption of sustainable fuels

Decarbonising the energy industry with renewables and balancing power

1

Add renewables

2

Add balancing engine power plants and energy storage

3

Phase out inflexible power plants

4

Convert remaining power plants

5

A 100% renewable energy future is here

It is based on renewables, balancing power plants running on sustainable fuels and energy storage

Our solutions and know-how enabling the transition



We are a technology leader in the decarbonisation transformation



Fuel-flexible engine technology



Industry-leading fuel research



Hybrid, battery, and energy storage solutions



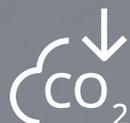
Digital solutions to optimise and secure operations and service



Energy-saving technologies



Broadest lifetime service network,
Decarbonisation services



Emission-abatement technologies



Industry know-how and systems modelling

Wärtsilä in marine: the right solutions for each vessel and fleet

Making lower-emission shipping a reality



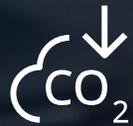
Engine optimisation
and fuel flexibility



Electrification and
hybrid systems



Energy-saving
solutions



Abatement systems
and carbon capture



Lifecycle solutions
and services



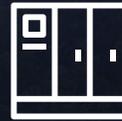
Digital solutions
and services

Wärtsilä in energy: towards a 100% renewable energy future

Our technologies provide reliable power and balancing to support the growth of renewables.



Engine power plants



Energy storage and
optimisation



Services and power
system expertise

Helping customers decarbonise by climbing the service value ladder

Over 90% agreement renewal rate



| Our strategy drives change



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

● Execution plan

What to do – tactics & operations, updates yearly

● Values, leadership, and continuous improvement

Our beliefs and behaviour

Innovation and R&D investments driving change

329 MEUR R&D investment
= 4.8% of our net sales.

2,500 patents and applications
45% of our patents filed at the European
Patent Office classified as technologies
that cut GHG emissions.

Over 400 ideas and inventions
through our innovation programmes.

Figures from 2025



Fuel-flexible technology is the most future-proof solution

Decarbonisation will involve multiple fuels. Our engines can run on traditional fuels and:

Ammonia

Bio-LNG

Bio-methane

Bio/renewable diesel

E-diesel

E-methane

Ethane

Ethanol

Hydrogen

LNG

LPG

Methanol



AI is part of our continuous improvement toolbox and a focus area for strategic bets in service

Two workstreams on AI solutions: improving operational efficiency and adding customer value

60+

AI solutions implemented across the company

25

implemented in 2025 alone



Leading the way with our customers

Selected references and other milestones



Pioneering carbon capture at sea

Solvang ASA's Clipper Eris

Industry's first full-scale on-board carbon capture solution can capture over 70% of the vessel's CO₂ emissions.



Copyright: © Solvang ASA

One of the world's most efficient and sustainable ships

Aurora Botnia, Wasaline



Engine upgrades and hybrid propulsion have delivered double-digit reductions of fuel consumption.

AI driven maintenance planning to boost uptime

Wärtsilä Expert Insight onboard CMA Ships



AI-based predictive maintenance improves vessel efficiency and reduces operating costs.

Copyright: © CMA Ships

Optimising the performance of our 4-stroke ammonia engine

Up to a 90% reduction in greenhouse gas emissions compared to equivalent diesel engines.

Converting sugarcane into clean power

Energetica Suape II S.A., Brazil

World-first trial using engines running on ethanol for large-scale clean electricity generation.

Reliable power for two new US data centres

Wärtsilä strengthens its position in the growing data centre market with two orders totalling 789 MW of power, delivering reliable, fuel-efficient and future-proof primary power as an off-grid solution.

Engineering and equipment for a power plant in Kentucky

217 MW Wärtsilä dual-fuel power plant to deliver reliable power for Kentucky residents.

The plant is needed to provide additional grid capacity. It will operate for approximately 5,000 hours per year, providing grid balancing power as needed.



First-of-its-kind energy storage system in the UK

The 200 MW / 400 MWh Blackhillock site

**TIME
BEST
INVENTIONS
2025**

One of Europe's largest grid-scale energy storage systems and the world's first to provide stability services to Great Britain's National Energy System Operator.

Australia's largest DC-coupled hybrid battery system

Major step in hybridising storage with co-located renewables



Once operational, the system can power up to 120,000 homes and businesses, contributing directly to the nation's Net-Zero by 2045 target.

Decarbonising Curaçao: towards 70% renewable capacity by 2028

Optimising energy use across the Caribbean island with our energy storage, grid-balancing engines, and GEMS controls and optimisation software.

TIME

WORLD'S MOST
SUSTAINABLE
COMPANIES

IN PARTNERSHIP WITH
statista

2025

In 2025, we ranked #141,
climbing over 150 positions
compared to the previous year

Recognised as one of the world's best employers in 2025



Financial performance

2025 was another year of all-time highs



Financial highlights 2025

Order intake

8,102 MEUR

Net sales

6,914 MEUR

Comparable operating result

829 MEUR

Comparable operating result, % of net sales

12.0%

Order book at the end of the period

8,248 MEUR

Basic earnings per share

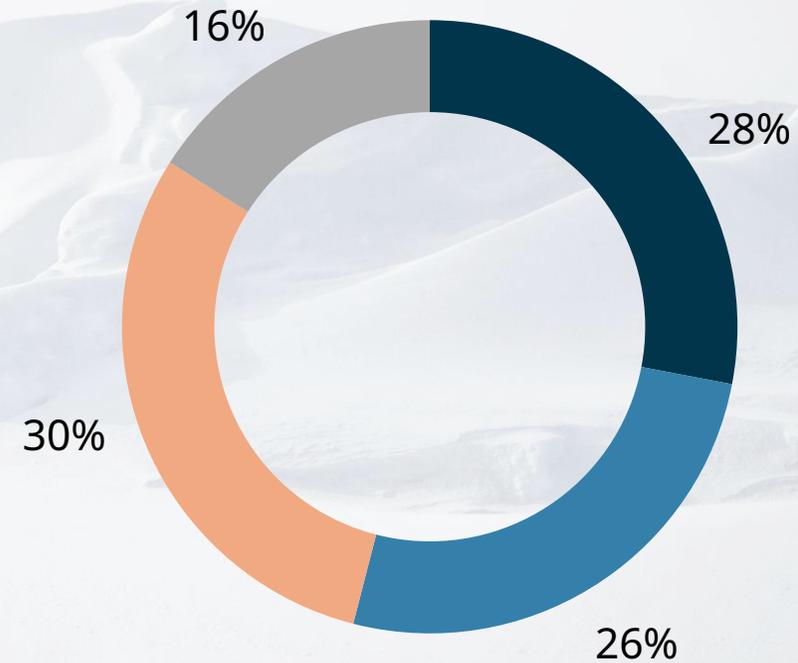
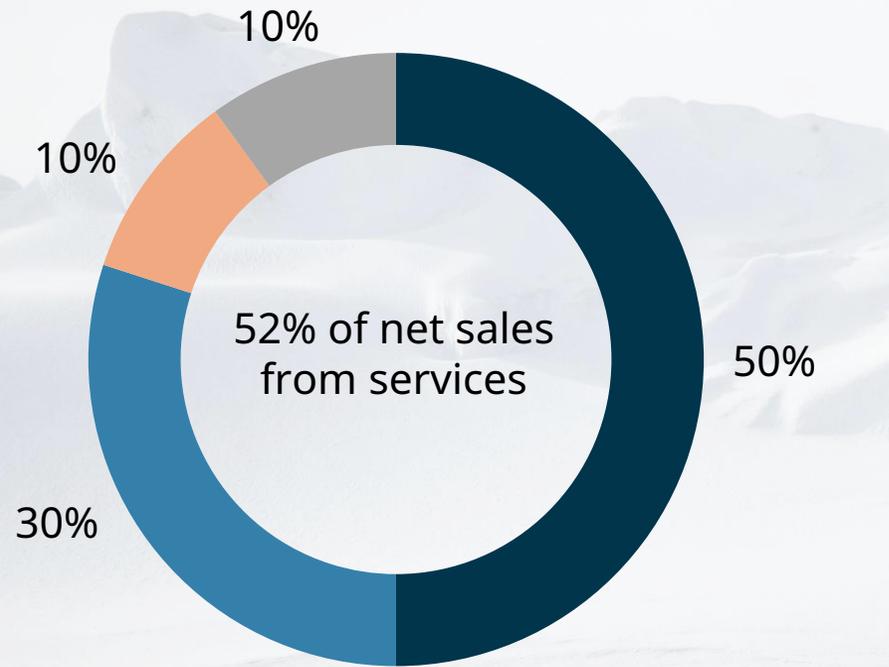
1.06 EUR



Sales by businesses and geographical areas in 2025

6,914 MEUR net sales, per business

Geographical net sales



■ Marine ■ Energy ■ Energy Storage ■ Other

■ Europe ■ Americas ■ Asia ■ Others

Enabling sustainable societies

Consistently recognised for our efforts



Wärtsilä is a global leader in innovative
technologies and lifecycle solutions for the
energy markets



Get to know our story and
people on social media



#FuelYourPower





WÄRTSILÄ