Wärtsilä
Shaping the decarbonisation of Marine and Energy
Roadshow presentation
November 2022
MARKET FUNDAMENTALS

**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

**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

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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

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

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

© Wärtsilä
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

<table>
<thead>
<tr>
<th>New targets</th>
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<tbody>
<tr>
<td><strong>Net sales</strong></td>
</tr>
<tr>
<td>5% annual organic growth</td>
</tr>
<tr>
<td><strong>Profitability</strong></td>
</tr>
<tr>
<td>12% operating margin</td>
</tr>
<tr>
<td><strong>Capital structure</strong></td>
</tr>
<tr>
<td>Gearing below 0.50</td>
</tr>
<tr>
<td><strong>Dividend</strong></td>
</tr>
<tr>
<td>At least 50% of earnings</td>
</tr>
</tbody>
</table>
Starting point: Net sales 4,401 MEUR (LTM Q3/2021)

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

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

Target: 12% operating margin

Limited additional CAPEX needed to facilitate the growth
Ambitious decarbonisation targets for 2030

To become carbon neutral in our own operations

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

- Carbon neutral and zero carbon fuels in maritime

Source: DNV Maritime Forecast 2050 model, Wärtsilä internal estimates
Vessel contracting forecast

Source: Clarksons Research, September 2022

- **Continued firm container & LNG carrier ordering**
- **Accelerating fleet renewal and steady demand growth**
- **Continuing accelerated fleet renewal supported by the fleet age profile and potential increased consensus over fuelling and technology choices**

No of ships, 2,000+ dwt
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.

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.

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.

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.

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

+9%
Service orders and sales both increasing

**Order intake**
- Service order intake, 12m rolling MEUR 3,022

**Net sales**
- Service net sales, 12m rolling MEUR 2,742
Performance-based agreements have significant growth potential, both in Marine and Energy

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

Energy service agreements

* 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

<table>
<thead>
<tr>
<th></th>
<th>7-9/2022</th>
<th>7-9/2021</th>
<th>1-9/2022</th>
<th>1-9/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operating activities</td>
<td>100</td>
<td>49</td>
<td>-113</td>
<td>360</td>
</tr>
<tr>
<td>Working capital</td>
<td>108</td>
<td>107</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net interest-bearing debt</td>
<td>377</td>
<td>309</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gearing</td>
<td>0.18</td>
<td>0.14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solvency, %</td>
<td>34.5</td>
<td>39.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic earnings/share, EUR</td>
<td>0.00</td>
<td>0.08</td>
<td>-0.16</td>
<td>0.19</td>
</tr>
</tbody>
</table>
COMMITTED TO PROVIDING SHAREHOLDER RETURNS

<table>
<thead>
<tr>
<th>Year</th>
<th>Earnings per share</th>
<th>Dividend per share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>0.63</td>
<td>0.46</td>
</tr>
<tr>
<td>2018</td>
<td>0.65</td>
<td>0.48</td>
</tr>
<tr>
<td>2019</td>
<td>0.37</td>
<td>0.48</td>
</tr>
<tr>
<td>2020</td>
<td>0.23</td>
<td>0.20</td>
</tr>
<tr>
<td>2021</td>
<td>0.33</td>
<td>0.24</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D expenditure, MEUR</th>
<th>% of net sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>141</td>
<td>2.9</td>
</tr>
<tr>
<td>2018</td>
<td>175</td>
<td>3.7</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Front-runner in alternative fuel engine technology

<table>
<thead>
<tr>
<th>Engines</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAME/HVO(^1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LNG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bio-methane</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Synthetic methane</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydrogen blends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydrogen 100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td></td>
<td></td>
<td></td>
<td>Technical concept</td>
<td>Technical concept</td>
</tr>
<tr>
<td>Methanol</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Fuel type</th>
<th>Key considerations</th>
<th>Fuel price factor (per GJ)</th>
<th>Gross tank size factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy Fuel Oil @ 20°C</td>
<td>▪ Standard tank arrangement</td>
<td>1X</td>
<td>1X</td>
</tr>
<tr>
<td>Liquified Natural Gas @ -162°C</td>
<td>▪ Cryogenic system</td>
<td>0.7X</td>
<td>2.4X</td>
</tr>
<tr>
<td>Methanol @ 20°C</td>
<td>▪ Mildly toxic</td>
<td>2.2X-5.4X 3)</td>
<td>1.7X</td>
</tr>
<tr>
<td>Ammonia @ -33°C</td>
<td>▪ Toxic</td>
<td>2.2X-4.5X 3)</td>
<td>3.9X</td>
</tr>
<tr>
<td>Liquid Hydrogen @ -253°C</td>
<td>▪ Highly reactive</td>
<td>2.7X-4.5X 3)</td>
<td>7.3X</td>
</tr>
<tr>
<td>Compressed Hydrogen @350bar</td>
<td>▪ High pressure</td>
<td>1.6X-2.6X 3)</td>
<td>19.5X</td>
</tr>
<tr>
<td>Marine Battery Rack</td>
<td>▪ Marine adaptation reduces density</td>
<td></td>
<td>~40X (future potential ~20X)</td>
</tr>
</tbody>
</table>

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.
Wärtsilä’s ESG Agenda in brief

**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

Environment
Being a forerunner in sustainable innovation and furthermore reduce emissions in our customers’ operations and in societies overall.

Social
Being a good corporate citizen and responsible employer.

Economic
Meeting customer and shareholder expectations and contributing towards the wellbeing of society.

Purpose
Enabling sustainable societies through innovation in technology and services

- Innovative solutions for a low carbon economy
- High environmental performance and efficiency
- Partnerships and active engagement in ecosystems
- Efficient, profitable, and competitive company operations

- High ethical standards
- Responsible employer offering, interesting and exciting workplace
- Equal opportunities and diversity
- Hazard free working environment

Shaping the decarbonisation of marine and energy

Customer & Shareholder value
Customer & Community value
Employee & Community value
Decarbonising our own operations requires a wide range of actions "SET FOR 30"

<table>
<thead>
<tr>
<th>OUR MAIN DECARBONISATION INITIATIVES</th>
<th>2021</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency measures +/€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low emission company vehicles +/€</td>
<td></td>
<td></td>
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<tr>
<td>Heat pumps in heating +/€€</td>
<td></td>
<td></td>
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<tr>
<td>R&amp;D and factory engine testings – reduced time +/€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-generation and green electricity +++/€€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Simulations and other technologies +/€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacing fossil fuels with alternative fuels +++/€€</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

+ 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
- Electric Vehicle policy defined and being rolled out
- Heat pumps installed in server room in Norway
- Electric Forklift policy defined and being rolled out
- Variety of actions identified to reduce engine testing time
- Environmental standards for selecting new facilities in use
- Intelligent energy meters installed in Norway - leakages detected

Set for 30
Wärtsilä’s focus on social responsibility

Strong ethical culture
- Fair competition
- Trade compliance
- Anti-corruption
- Human and Labour Rights

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

A Safe place to work
- Strong safety culture
- Providing means for safe work
- Product design principles

Responsible value chain
- Human and Labour Rights
- Compliance
- Anti-corruption

- Clear policies and instructions
- Ethical training programmes and transparent communication
- Effective compliance programmes
- Global policies and processes
- Training programmes and effective communication
- Co-operation and consultation with our employees
- Employee and leadership engagement
- Consistent safety competencies
- High quality tools and protective equipment
- Robust risk assessment practices
- Incident reporting and investigation
- Emergency preparedness
- 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

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.

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.

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

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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

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

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**

- Net sales EUR 1,433 million
  - 13% increase in service sales

**Comparable operating result**

- Comparable operating result EUR 82 million
  - 6% decline
Order intake increased by 36%

- Equipment order intake increased by 45%
- Service order intake increased by 27%
### Order book by business

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
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<td>0</td>
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<td>0</td>
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<tr>
<td>1</td>
<td>500</td>
<td>1000</td>
<td>1500</td>
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<td>2500</td>
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<tr>
<td>2</td>
<td>1000</td>
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<td>4000</td>
<td>5000</td>
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<tr>
<td>3</td>
<td>1500</td>
<td>3000</td>
<td>4500</td>
<td>6000</td>
<td>7500</td>
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<tr>
<td>4</td>
<td>2000</td>
<td>4000</td>
<td>6000</td>
<td>8000</td>
<td>10000</td>
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<td>12000</td>
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<tr>
<td>6</td>
<td>3000</td>
<td>6000</td>
<td>12000</td>
<td>15000</td>
<td>18000</td>
</tr>
<tr>
<td>7</td>
<td>3500</td>
<td>7000</td>
<td>14000</td>
<td>17000</td>
<td>20000</td>
</tr>
<tr>
<td>8</td>
<td>4000</td>
<td>8000</td>
<td>16000</td>
<td>20000</td>
<td>24000</td>
</tr>
</tbody>
</table>

**Legend:**
- Marine Power
- Marine Systems
- Voyage
- Energy
- Portfolio Business

**Book-to-bill, 12m rolling 1.16**

### Order book delivery schedule

<table>
<thead>
<tr>
<th>MEUR</th>
<th>Delivery current year</th>
<th>Delivery next year</th>
<th>Delivery after next year</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.9.2020</td>
<td>1500</td>
<td>2500</td>
<td>1000</td>
</tr>
<tr>
<td>30.9.2021</td>
<td>2000</td>
<td>3000</td>
<td>1500</td>
</tr>
<tr>
<td>30.9.2022</td>
<td>2500</td>
<td>3500</td>
<td>2000</td>
</tr>
</tbody>
</table>

**Legend:**
- 30.9.2020
- 30.9.2021
- 30.9.2022
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
Sushil Purohit, President, Wärtsilä Energy
Teija Sarajärvi, Human Resources
Board of Directors

Tom Johnstone CBE, Chair of the Board, President and CEO of AB SKF 2003–2014
Riato Murto, Deputy Chair of the Board, President & CEO of Varma Mutual Pension Insurance Company
Karen Bomba, President of Smiths Interconnect 2017–2020
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 26 October 2022 (Euroclear)

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Shares</th>
<th>Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Invaw Invest AB</td>
<td>104,711,363</td>
<td>17.70%</td>
</tr>
<tr>
<td>2</td>
<td>Varma Mutual Pension Insurance Company</td>
<td>31,768,252</td>
<td>5.37%</td>
</tr>
<tr>
<td>3</td>
<td>Ilmarinen Mutual Pension Insurance Company</td>
<td>17,526,503</td>
<td>2.96%</td>
</tr>
<tr>
<td>4</td>
<td>Elo Keskinäinen Työeläkevakuutusyhtiö</td>
<td>6,614,000</td>
<td>1.12%</td>
</tr>
<tr>
<td>5</td>
<td>The Social Insurance Institution of Finland</td>
<td>5,517,730</td>
<td>0.93%</td>
</tr>
<tr>
<td>6</td>
<td>Svenska Litteratur-sällskapet i Finland Rf</td>
<td>5,171,277</td>
<td>0.87%</td>
</tr>
<tr>
<td>7</td>
<td>State Pension Fund</td>
<td>4,700,000</td>
<td>0.79%</td>
</tr>
<tr>
<td>8</td>
<td>Holdix Oy Ab</td>
<td>4,135,800</td>
<td>0.70%</td>
</tr>
<tr>
<td>9</td>
<td>Jenny and Antti Wihuri Foundation</td>
<td>2,700,000</td>
<td>0.46%</td>
</tr>
<tr>
<td>10</td>
<td>Sigrid Jusélius Foundation</td>
<td>2,374,505</td>
<td>0.40%</td>
</tr>
<tr>
<td></td>
<td>Nominee registered</td>
<td>188,731,942</td>
<td>31.90%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>591,723,390</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
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

For investor meeting requests, please contact:
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General inquiries: investor.relations@wartsila.com
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

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

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For more information, call us or visit our **Investors page**

Next upcoming IR events:
- 14 November 2022 Mid-quarter call with CEO
- 3 January 2023 Pre-silent call with CFO

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