Wärtsilä
Shaping the decarbonisation of Marine and Energy
Roadshow presentation
January 2023
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
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.
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
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

SOURCE: DNV MARITIME FORECAST 2050 MODEL, WÄRTSILÄ INTERNAL ESTIMATES

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
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>Heavy Fuel Oil @ 20°C</th>
<th>Liquified Natural Gas @ -162°C</th>
<th>Methanol @ 20°C</th>
<th>Ammonia @ -33°C</th>
<th>Liquid Hydrogen @ -253°C</th>
<th>Compressed Hydrogen @350bar</th>
<th>Marine Battery Rack</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key considerations</strong></td>
<td>Standard tank arrangement</td>
<td>Cryogenic system</td>
<td>Mildly toxic</td>
<td>Toxic</td>
<td>Highly reactive</td>
<td>High pressure</td>
<td>Marine adaptation reduces density</td>
</tr>
<tr>
<td><strong>Fuel price factor (per GJ)</strong></td>
<td>1X</td>
<td>0.7X ²)</td>
<td>2.2X-5.4X ³)</td>
<td>2.2X-4.5X ³)</td>
<td>2.7X-4.5X ³)</td>
<td>1.6X-2.6X ³)</td>
<td>1.3X-2.3X</td>
</tr>
<tr>
<td><strong>Gross tank size factor</strong></td>
<td>1X ⁴)</td>
<td>2.4X</td>
<td>1.7X</td>
<td>3.9X</td>
<td>7.3X</td>
<td>19.5X</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 Hybrid Market Position
We are maintaining our market leadership in Hybrid Systems

- Number of Hybrid Vessels on order and in operation is – 81 vessels with 115MWh batteries

- Our current market share is 25% for engine-battery hybrid marine projects

- Number of Wärtsilä engine-hybrid vessels ordered in 2022 will be over twice the amount ordered in 2021 (>100% growth)

- Further growth expected in future years as hybridisation is seen as key enabler for marine decarbonisation
Together we can create unique customer value and drive decarbonisation of marine power.

VEssel and Transport Efficiency

- **Engine Efficiency** (Marine Power)
  - Maintenance
  - Upgrades
  - Energy Management

- **Propulsion Efficiency** (Marine Power & Voyage)
  - Maintenance
  - Upgrades
  - Energy Savings Devices

- **Voyage Efficiency**, incl. Port Operations (Voyage)
  - Thrust
  - Torque and Thrust measurement
  - Waiting times
  - Routing & planning
  - Navigation
  - Wind
  - Resistance
  - Hull fouling
  - Shallow water
  - Water temp / density
  - Safety

Wärtsilä Fuel Consumption Monitoring System + Wärtsilä Data Collection Unit (WDCU)

Mandatory for Specific Fuel Oil Consumption (SFOC) Optimisation

Torque and Thrust measurement

Optional for Vessel Fuel Optimisation

Voyage solutions (Nacos, Fleet Optimisation Solutions (FOS), Port Link…)

Mandatory for Vessel Fuel Optimisation
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)


Source: BloombergNEF New Energy Outlook 2022, Wärtsilä estimates at Capital Markets Day 2021
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.
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
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

- **Hybrid marine installations**

- **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
### 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>
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<tr>
<td>FAME/HVO¹</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>LNG</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Bio-methane</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Synthetic methane</td>
<td></td>
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<tr>
<td>LPG</td>
<td></td>
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<tr>
<td>Hydrogen blends</td>
<td></td>
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<tr>
<td>Hydrogen 100%</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Ammonia</td>
<td></td>
<td></td>
<td>Technical concept</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methanol</td>
<td></td>
<td></td>
<td>Technical concept</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ FAME, HVO: biodiesel
New financial targets reflect growth opportunities and increased profitability

<table>
<thead>
<tr>
<th>New targets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>5% annual organic growth</td>
</tr>
<tr>
<td><strong>Profitability</strong></td>
<td>12% operating margin</td>
</tr>
<tr>
<td><strong>Capital structure</strong></td>
<td>Gearing below 0.50</td>
</tr>
<tr>
<td><strong>Dividend</strong></td>
<td>At least 50% of earnings</td>
</tr>
</tbody>
</table>
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

Limited additional CAPEX needed to facilitate the growth

Target: 5% annual organic 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 >0%
- Cost inflation

Target:
12% operating margin

Limited additional CAPEX needed to facilitate the growth
Service net sales by business

+9%
Performance-based agreements have significant growth potential, both in Marine and Energy

- Spend ratio EUR/kW
- Baseline 1X
- Transactional - Spare parts - Field services
- 2-5X
- Agreements & Performance-based agreements
- 25% of installed base

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

Moving up the service value ladder

Growth potential
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
PROFITABILITY DRIVERS FOR 2023

Supporting drivers

- Growth of service business
- Continued decarbonization push in both the energy and marine markets
- Profitability improvements in Energy Storage and Voyage Business
- Continued cost optimization
- Strong order book both in new equipment and services
- Lower value of new equipment orders sold with "pre-war" prices

Uncertainties

- Geopolitical tensions
- Potential trade restrictions / trade wars
- Covid disruptions deriving from China’s release of restrictions
- Recession risk

Negative factors

- Wage inflation
- Costs of energy:
  - fuel costs (for testing)
  - gas prices and availability
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’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 well-being of society.

- 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
Decarbonising our own operations requires a wide range of actions “SET FOR 30”

**OUR MAIN DECARBONISATION INITIATIVES**

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

**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.

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

**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.

**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.
SIGNIFICANT VALUE CREATION POTENTIAL

PURPOSE
ENABLING SUSTAINABLE SOCIETIES THROUGH INNOVATION IN TECHNOLOGY AND SERVICES

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.

LEADING OFFERING TO SUPPORT OUR CUSTOMERS IN DECARBONISATION

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

TARGET POSITION
SHAPING THE DECARBONISATION OF MARINE & ENERGY

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></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><strong>Order intake</strong></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><strong>Order book</strong></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>1,651</td>
<td>1,402</td>
<td>18%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net sales</strong></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><strong>Book-to-bill</strong></td>
<td>1.13</td>
<td>1.07</td>
<td></td>
<td>1.09</td>
<td>1.13</td>
<td></td>
</tr>
<tr>
<td><strong>Operating result</strong></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>-1.5</td>
<td>5.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Comparable operating result</strong></td>
<td>82</td>
<td>87</td>
<td>-6%</td>
<td>232</td>
<td>199</td>
<td>17%</td>
</tr>
<tr>
<td>% of net sales</td>
<td>5.7</td>
<td>7.9</td>
<td>5.7</td>
<td>6.3</td>
<td></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%
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
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 30 December 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>13,736,503</td>
<td>2.32%</td>
</tr>
<tr>
<td>4</td>
<td>Elo Keskinäinen Työeläkevakuutusyhtiö</td>
<td>6,898,000</td>
<td>1.17%</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>4,139,400</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>199,422,303</td>
<td>33.19%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></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

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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

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

Solid balance sheet

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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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
- 31 January 2023, Financial Statements Bulletin 2022

Wärtsilä Investor Relations

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