Service call for investors

Agenda

1. Arjen Berends
   Why is service business so important for Wärtsilä

2. Roger Holm
   Moving up the Service Value Ladder in Marine

3. Markus Ljungkvist
   Moving up the Service Value Ladder in Energy

4. Q&A
Service Business is of high importance to Wärtsilä

- 50% of order intake (LTM Q123)
- 47% of net sales (LTM Q123)
- Significant contributor to Wärtsilä’s profitability improvement
- Growing double digit in order intake and sales
- Vital driver of customer satisfaction
- Potential for growth short- and long-term, moving up the service value ladder
Service business is a major driver for growth in volume and profitability

Wärtsilä’s financial targets

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

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

- Storage
- Services
  - Increased share of wallet from existing customers
  - Deeper penetration of installed base
  - Decarbonisation retrofits
  - New business models
- Thermal balancing
- Marine new build market recovery

**Target: 12% operating margin**

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

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

Starting point: Net sales 4,401 MEUR (LTM Q3/2021)
Starting point: Operating margin 5.9% (LTM Q3/2021)

>0%
Solid growth in Wärtsilä’s services
Order book visibility becoming longer in time

*Adjusted to reflect a change in categorisation between equipment and services in Wärtsilä Marine Power and Wärtsilä Marine Systems. Split by category not available before 2021. LTM = Last twelve months, Q222-Q123