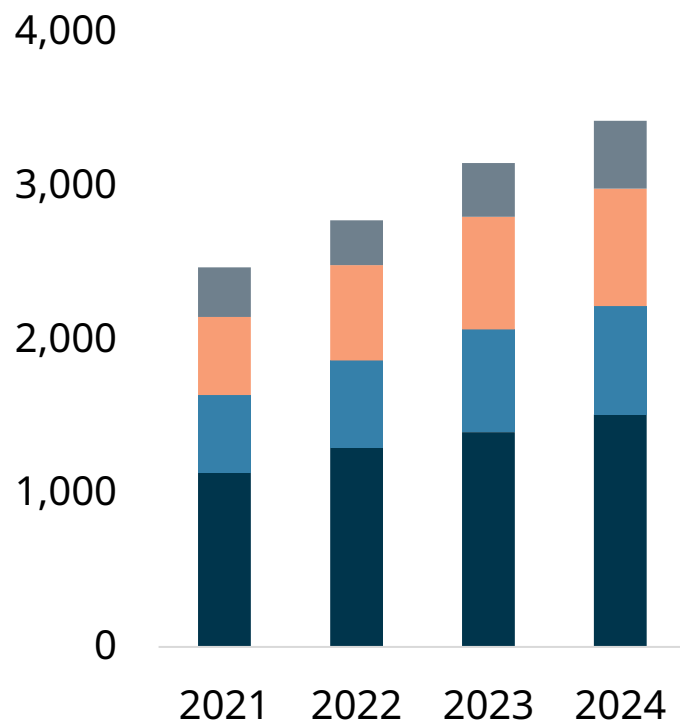


# Site visit to Kampen: Wärtsilä Global Logistics Services

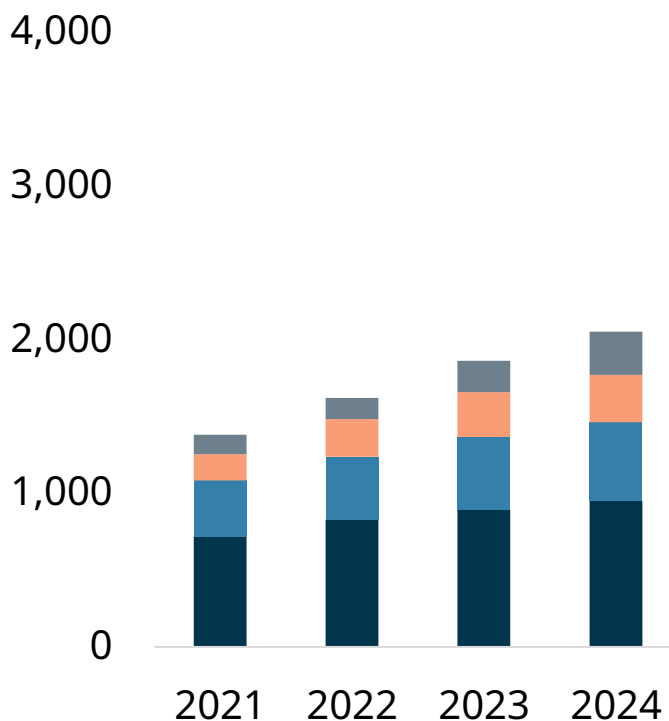
Wärtsilä Global Logistics Services (WGLS) is pivotal to Wärtsilä's service strategy, supporting Marine and Energy customers globally with spare parts logistics

# Services is a key driver for Wärtsilä growth and profitability; in 2024, service grew 9% compared to 2023, and ~40% compared to 2021

Group services net sales, EURm<sup>1)2)</sup>



Marine services net sales, EURm<sup>1)</sup>



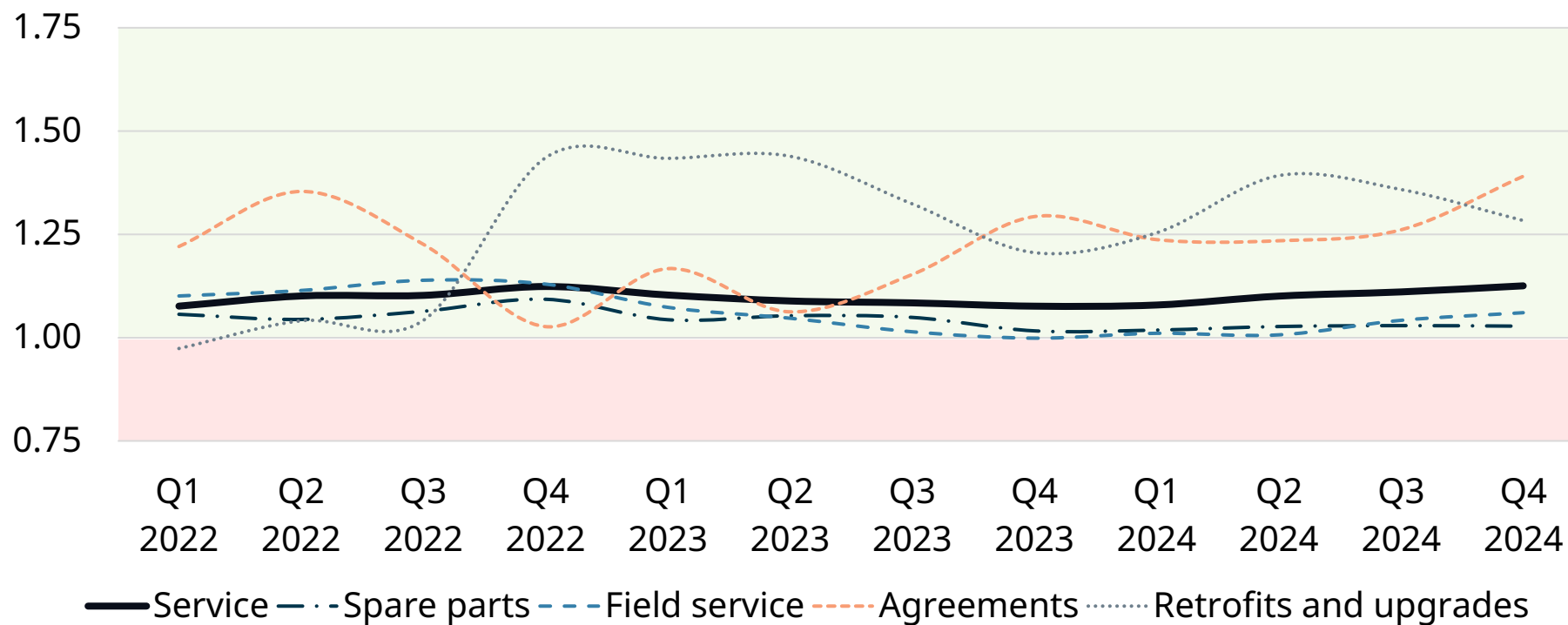
2024 vs 2023 growth, % service net sales

	Group	Marine
<b>Total Service net sales</b>	<b>+9%</b>	<b>+10%</b>
■ Spare Parts	+8%	+6%
■ Field Service	+5%	+8%
■ Agreements	+4%	+5%
■ Retrofits & upgrades	+26%	+38%

1) 2021 data restated to reflect the internal transfer of service activities; 2) Marine and Energy

# Book-to-bill ratio above 1 for all revenue streams lays a solid foundation for future growth

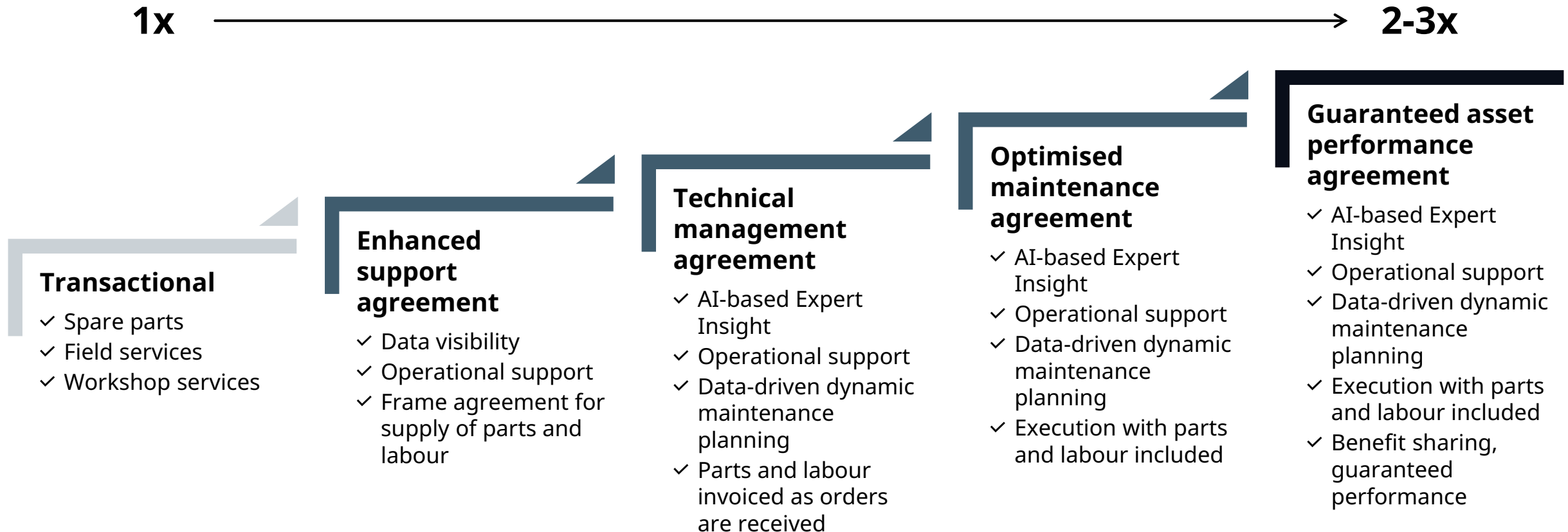
## Marine 12m rolling book-to-bill<sup>1)</sup>



1) 2021 data restated to reflect the internal transfer of service activities

# We increase sales and profitability by moving up our Marine service value ladder, with WGLS<sup>1)</sup> contributing at every step

Marine service value ladder, sales EUR/kW relative to transactional



1) Wärtsilä Global Logistics Services



# Marine service growth is driven by growing the installed base, by moving up the service value ladder, and through retrofits and upgrades



**+3.5%**

growth in Marine engine  
installed base over 2021 - 2024<sup>1)</sup>

(+3.3% at Group level)<sup>2)</sup>



**+10%**

Marine highest-tier agreement<sup>3)</sup>  
sales in 2024 vs 2023

(+12% at Group level)<sup>4)</sup>



**+46%**

Marine retrofits total  
order intake in 2024 vs 2023

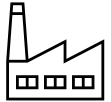
(+38% at Group level)<sup>5)</sup>

1) In MW terms, Marine 4-stroke and QuantiParts included; 2) Energy 4-stroke, 2-stroke and QuantiParts included; 3) Sales to marine installations with an active GAP - Guaranteed asset performance agreement, OMA - Optimised maintenance agreement as per December 2024; covered products are 4-Stroke, 2-Stroke, QuantiParts and Propulsion; 4) Energy installations included; 5) Energy included

# Wärtsilä serves its installed base through a world leading global network of service centers, workshops, and service professionals



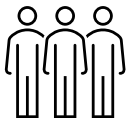
**70+**  
countries



**44**  
workshops



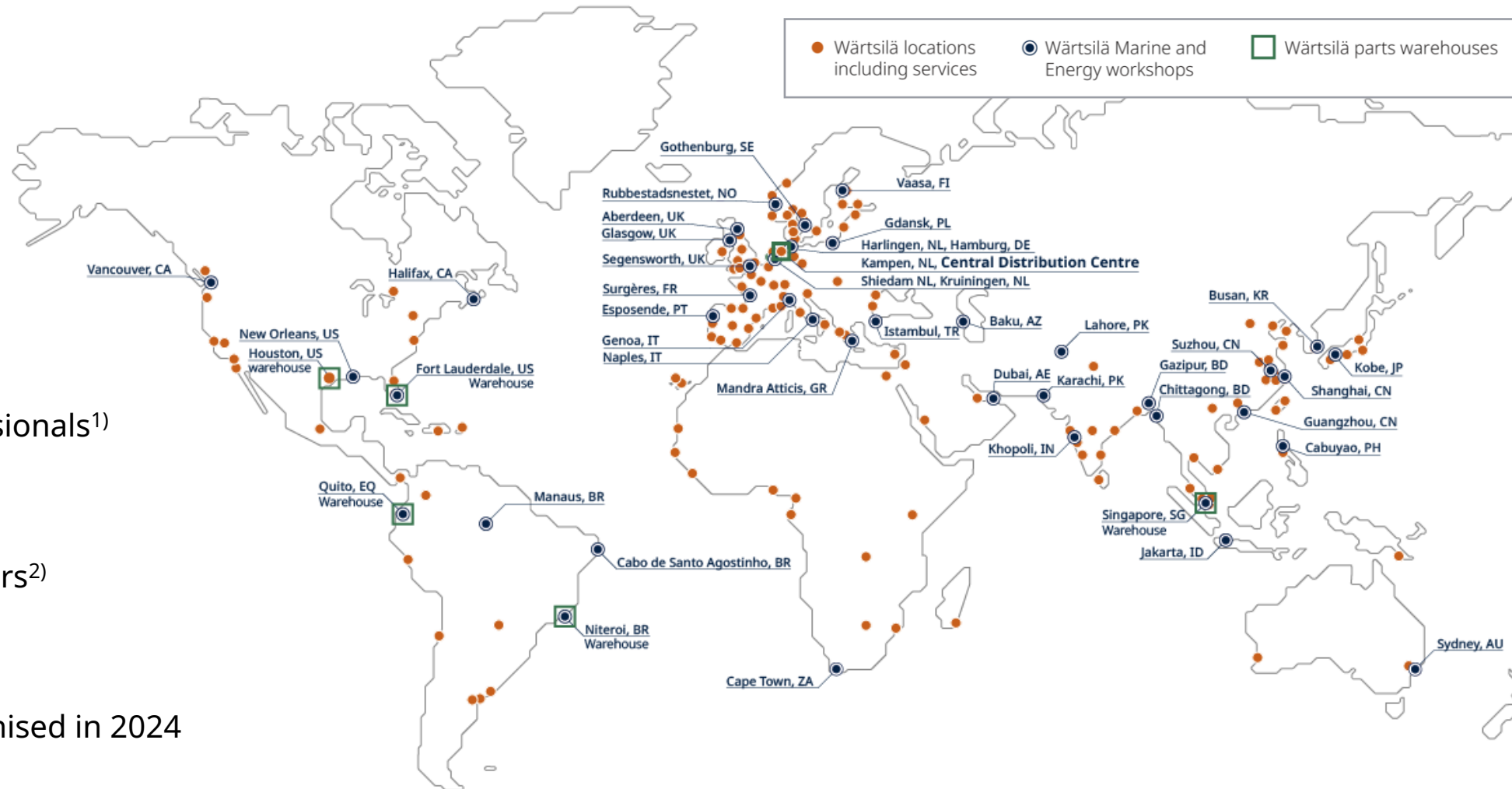
**3 400+**  
billable professionals<sup>1)</sup>



**9 000+**  
active customers<sup>2)</sup>



**1 000+**  
trainings organised in 2024



1) Billable field services and workshop personnel as per Q4 2024, including Marine and Energy; 2) Including Marine and Energy customers

# The Parts and Field Service team supports all our service delivery models, including agreements and retrofits



**Field Services Resources**



**Global Logistics Services  
& Supply Management**



**Workshops**



**Technical Services**



**Warranty Services**



**Wärtsilä Land  
& Sea Academy**

# We have expanded capacity and enhanced operational efficiency to meet rising demands

## Increased capacity

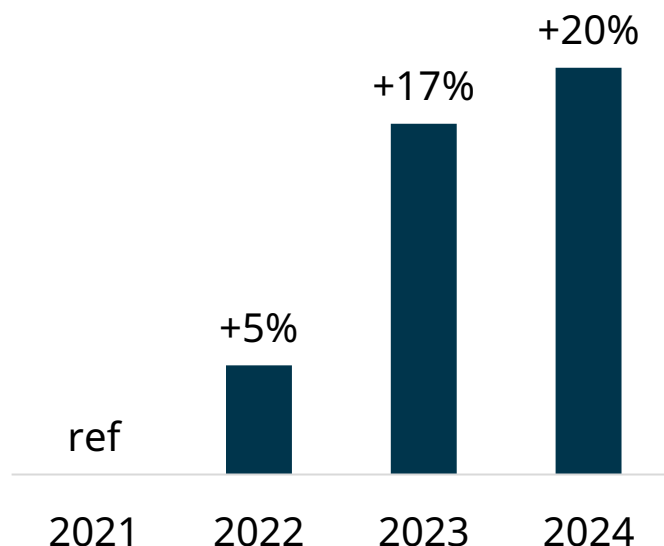
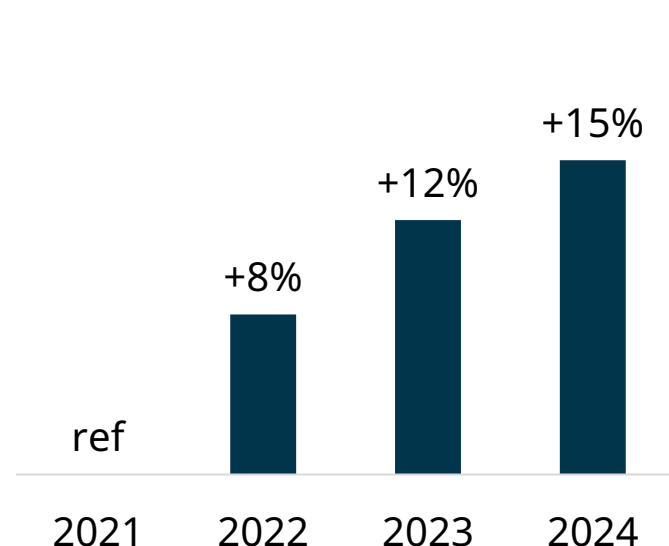
**+15%**

billable PFS personnel  
over 2021 - 2024<sup>1)</sup>

## Enhanced efficiency

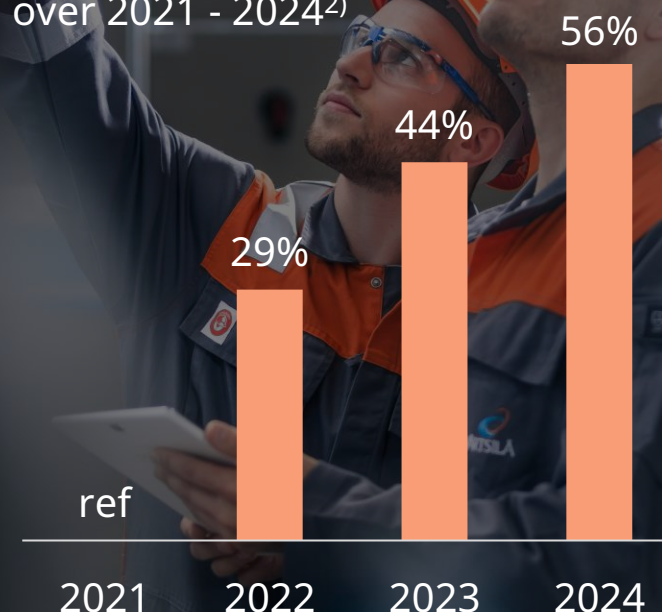
**+20%**

worked hours in billable PFS  
cost centres over 2021 - 2024<sup>1)</sup>



**+56%**

number of trainings  
over 2021 - 2024<sup>2)</sup>



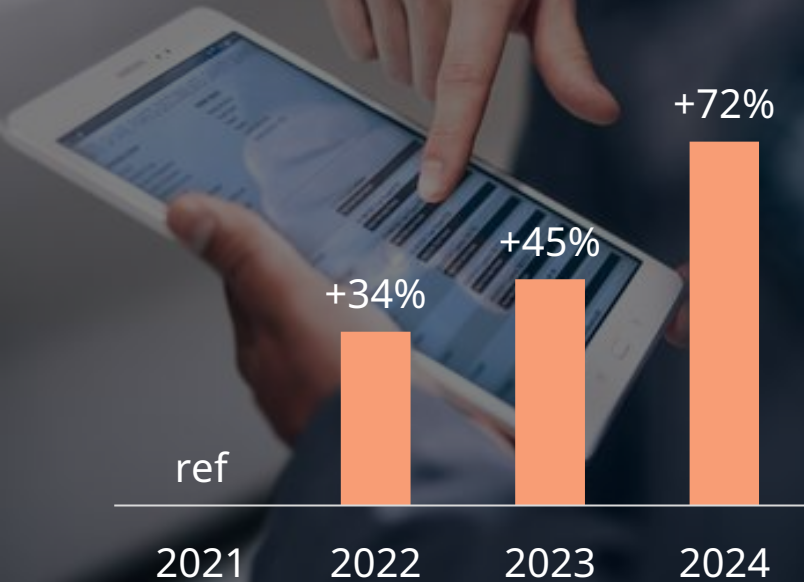
1) Marine and Energy, Parts & Field Services organisation; 2) Marine and Energy, excl. e-learning and customer trainings



# We invest in digitalisation to enhance the customer experience while reducing cost-to-serve

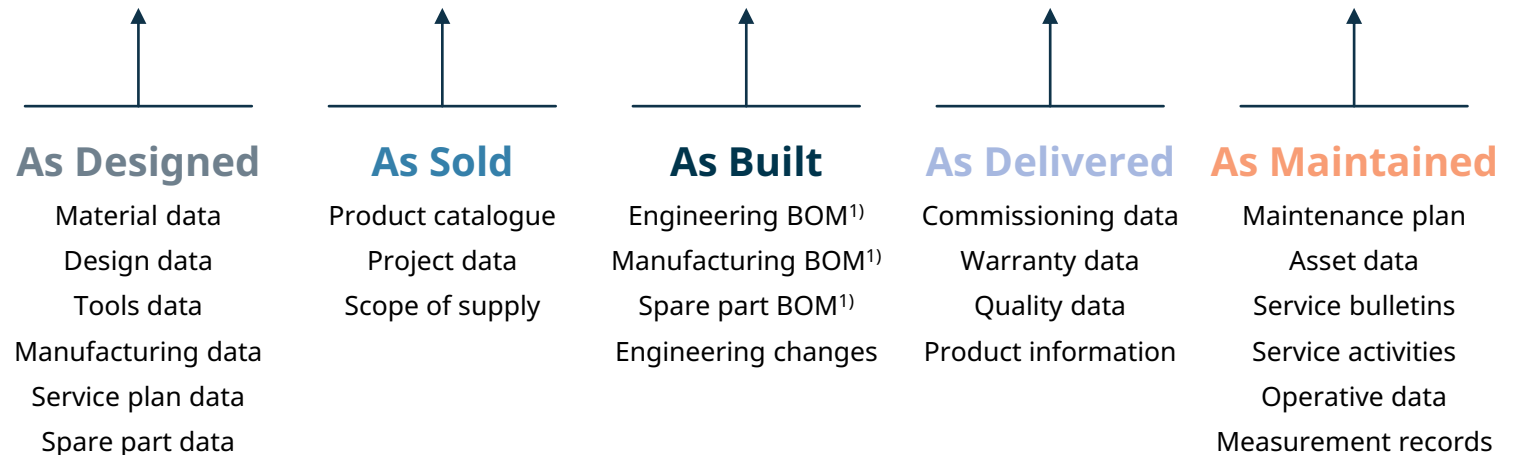
**+72%**

Parts sales through digital commerce over 2021 - 2024



## Applications for customers and internal operations

### Wärtsilä Lifecycle Data Platform



1) BOM - Bill Of Materials

# Wärtsilä Global Logistics Services

We excel in spare parts logistics from supply chain to customer delivery in Marine and Energy



# Wärtsilä GLS – Global Logistics Services delivers high-quality services through a seamlessly integrated supply chain



**6**

CDC<sup>1)</sup> Kampen +  
parts distribution  
warehouses



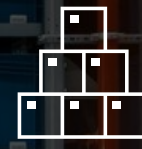
**38**

countries where  
we operate<sup>2)</sup>



**1 800**

active suppliers



**1.2 million**

different spare  
part numbers in  
portfolio



**90%**

availability  
off-the-shelf

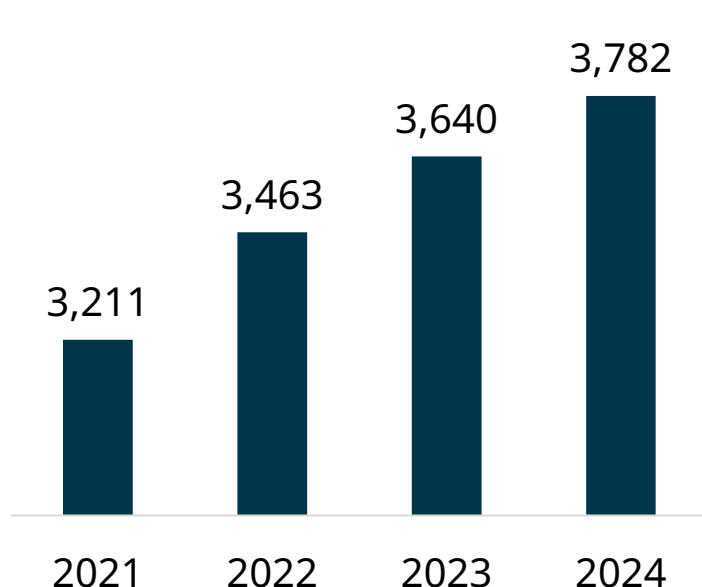
1) Central Distribution Centre; 2) Primarely Customer Service and Customs Management resources



# Our deliveries increased by 18% since 2021; we leverage automation to maximise efficiency and stock accuracy

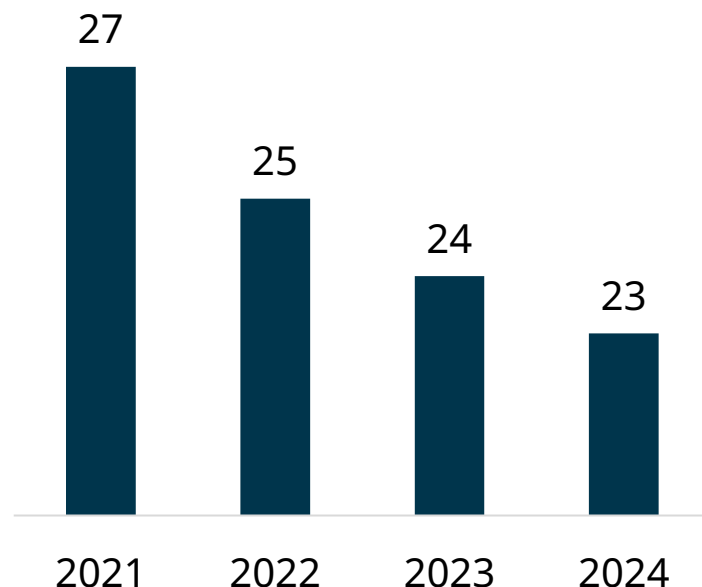
Every day we pack

**~3 800 delivery lines<sup>1)</sup>**



We pack one delivery line every

**23 seconds**



1) Yearly average



**97%**

of delivered lines are  
picked up from  
automatic warehouse



**99.9%**

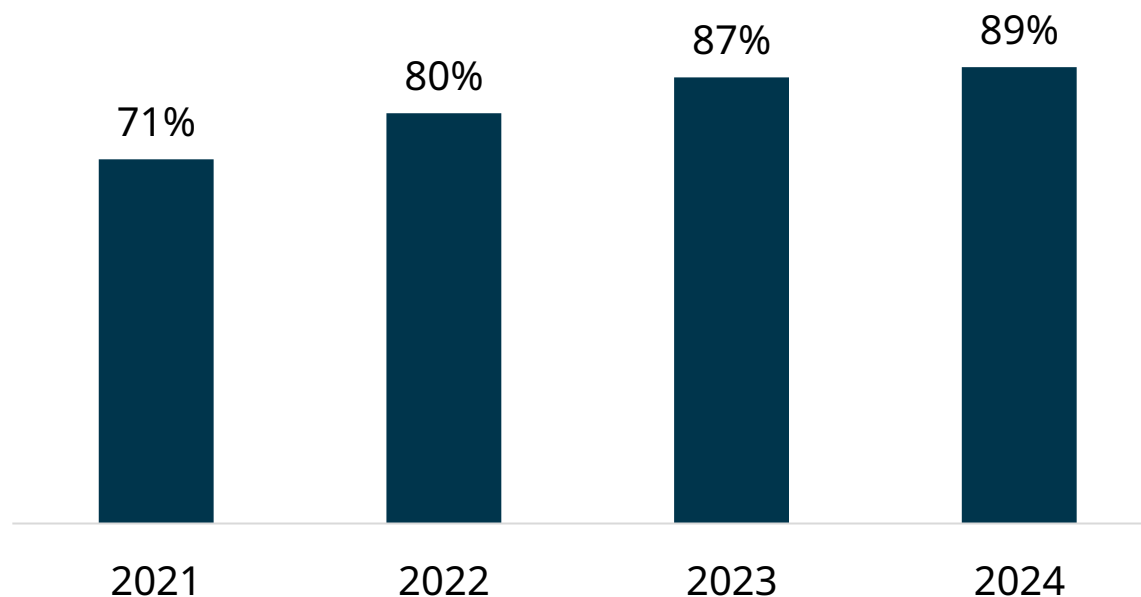
stock accuracy



## Our continuous improvement mindset leads to ever-enhancing customer service

**+18% - points**

on-time delivery over 2021 - 2024



### Wärtsilä Continuous Improvement

1. Set the direction

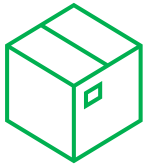
2. Define the flow

3. Make the flow visible

4. Remove obstacles to flow

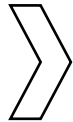
5. Stop, reflect, learn, and reiterate

# We continuously strive towards a zero-waste supply chain, in collaboration with our suppliers and customers



## Ecofriendly packaging

on the supplier side and in our own operations



**-67%**

reduction in plastic vs 2022, equivalent to c.35 tons/year



## 100% use of HVO100<sup>1)</sup> fuel

for all domestic truck transport in Kampen



**-90%**

reduction in CO2 emissions per day, equivalent to c.900 trucks/year



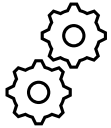
Working closely with our very committed business partner Wärtsilä, we are accelerating the process to move from a linear to a more sustainable circular economy, replacing plastic with eco-friendly material



Head of Fleet Asset Management,  
Carnival Cruise Lines

1) Fossil-free paraffinic diesel made from vegetable oil or waste-based feedstock, reduce net CO2 emissions by up to 90%

# We are committed to grow our Service business, while enhancing operational efficiency and customer value



## Increased demand

- ✓ +3.3% total engine installed base over 2021 - 2024<sup>1)</sup> (+3.5% in Marine)
- ✓ +38% retrofits total order intake 2024 vs 2023 (+46% in Marine)
- ✓ +12% total highest-tier agreement<sup>2)</sup> sales 2024 vs 2023 (+10% in Marine)



## Increased capacity

- ✓ +15% billable PFS personnel over 2021 - 2024<sup>3)</sup>
- ✓ +20% worked hours in billable PFS cost centres over 2021 - 2024<sup>3)</sup>
- ✓ +56% number of trainings over 2021 - 2024<sup>4)</sup>



## Continuous improvement and digitalisation

- ✓ 89% on time parts delivery in 2024
- ✓ 97% of delivery lines from automatic warehouse
- ✓ 99.9% stock accuracy
- ✓ +72% parts sales through digital commerce over 2021 - 2024

1) In MW terms, Marine 4-stroke and QuantiParts and Energy 4-stroke, 2-stroke and QuantiParts included; 2) Sales to marine and energy installations with an active GAP - Guaranteed asset performance agreement, OMA - Optimised maintenance agreement as per December 2024; covered products are 4-Stroke, 2-Stroke, QuantiParts and Propulsion; 3) Marine and Energy, Parts & Field Services organisation; 4) Marine and Energy, excl. e-learning and customer trainings



**WÄRTSILÄ**