

DR. JÖRG STRATMANN

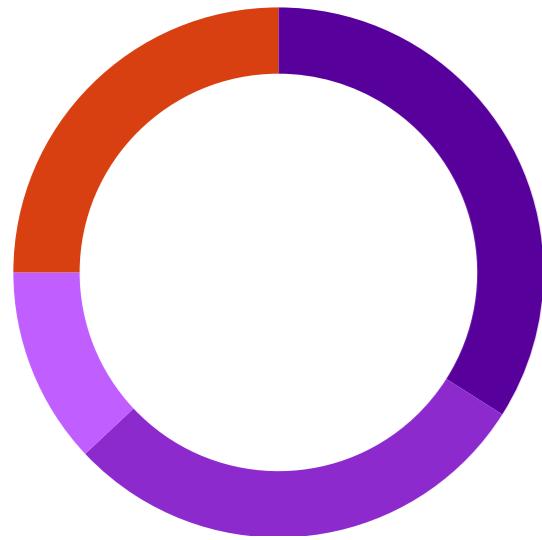
PRESIDENT, POWER SYSTEMS

POWER SYSTEMS

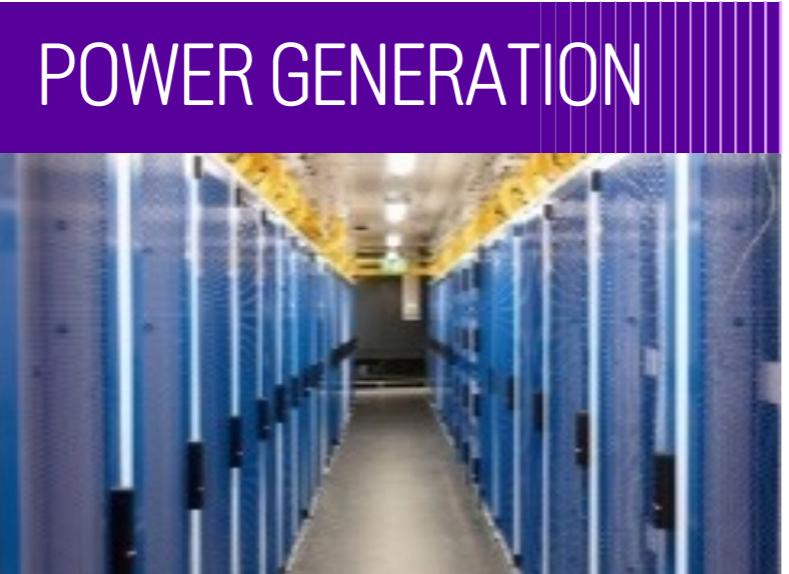
Resilient business model in attractive growth markets

CMD
R 23

Revenue split (2022)¹



- Power Gen – 34%
- Governmental – 29%
- Marine – 12%
- Industrial – 25%



Mission-critical power

15-20%

Market share

+5-7%

Market growth p.a.

~85,000

Units installed base



Stable, high-power solutions

>30%

Market share

+2-4% (>10%)

Market growth p.a. (Mid-term p.a.)

~30,000

Units installed base



Complete integrated systems

15-20%

Market share

+3-5%

Market growth p.a.

~25,000

Units installed base



Efficient, long-lasting engines

10-15%

Market share

+4-6%

Market growth p.a.

~25,000

Units installed base²

1. Revenue split reallocated compared to annual report - Governmental includes Defence and Naval, which was previously reported under Marine

2. Excluding lower power range engines

Note: Market shares and installed unit base, based on 2022 figures; Market growth reflecting p.a. Original Equipment growth from 2022 to 2030 (Mid-term: 2022 to 2027)

CAPTURING PERFORMANCE IMPROVEMENT OPPORTUNITIES

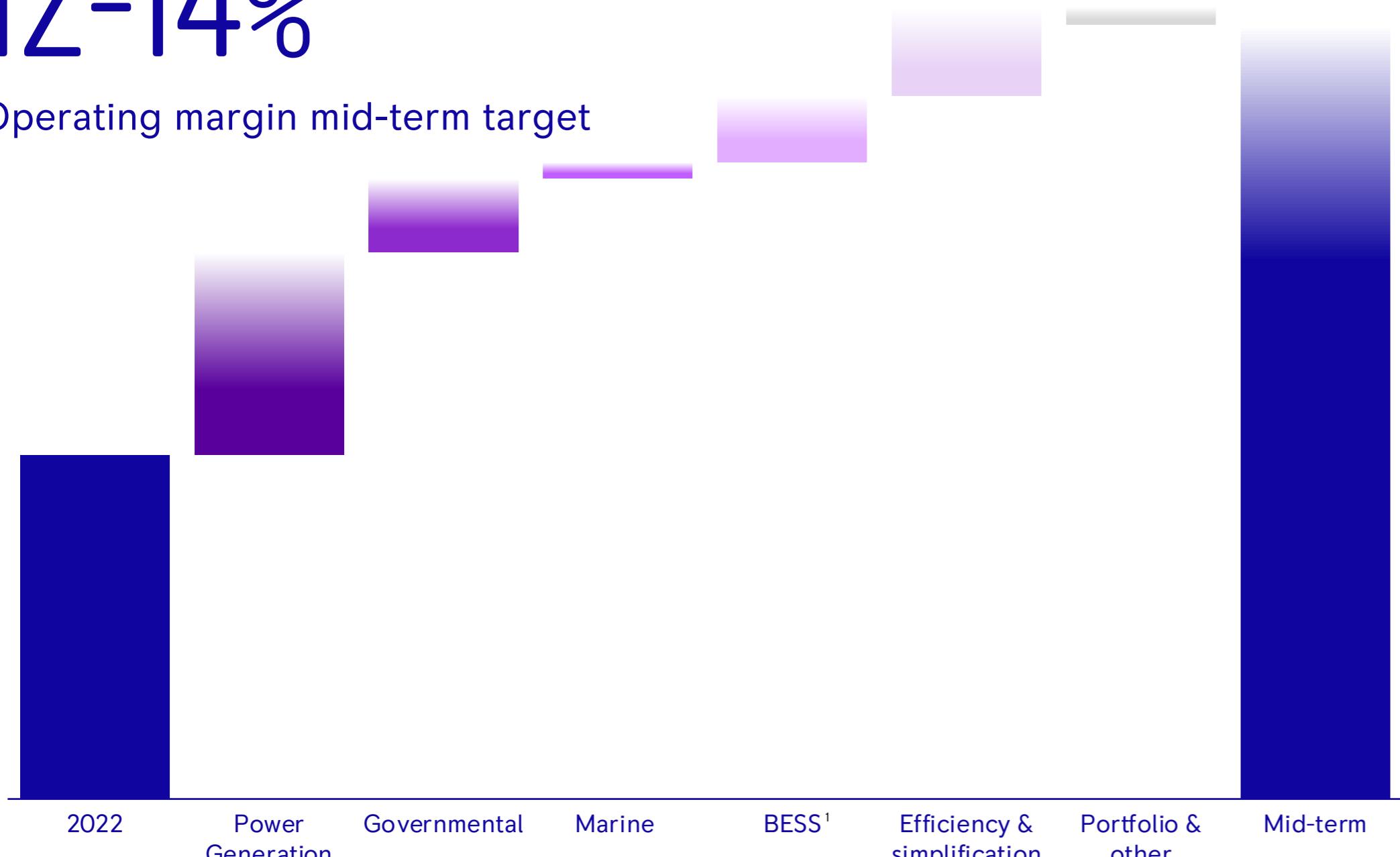
Strategic initiatives driving margin improvements

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Power Systems operating profit improvements (£bn)

12-14%

Operating margin mid-term target



1. Battery Energy Storage Solutions

Granular Strategic Initiatives



Power Generation

Strengthen position with increased profitability in growing market



Governmental

Capture strong growth in highly attractive markets



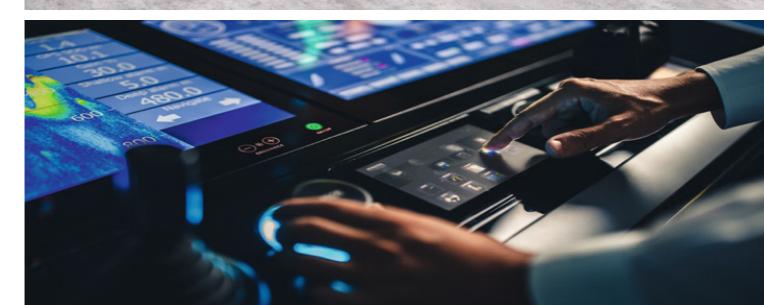
Marine

Strengthen #1 position in Yacht and grow in Commercial Marine



Battery Energy Storage Solutions

Expand market reach and increase scale for profitable growth



Efficiency & Simplification

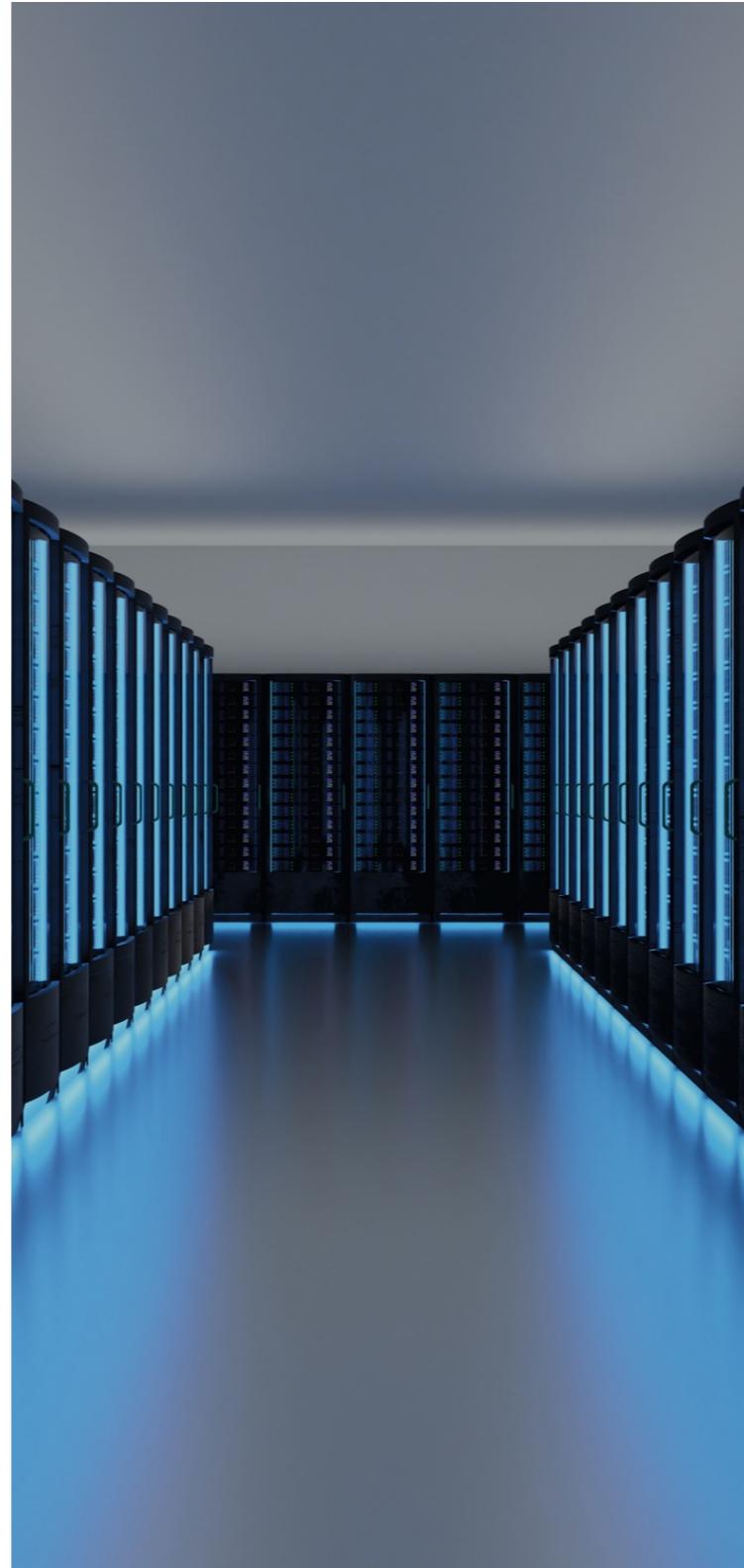
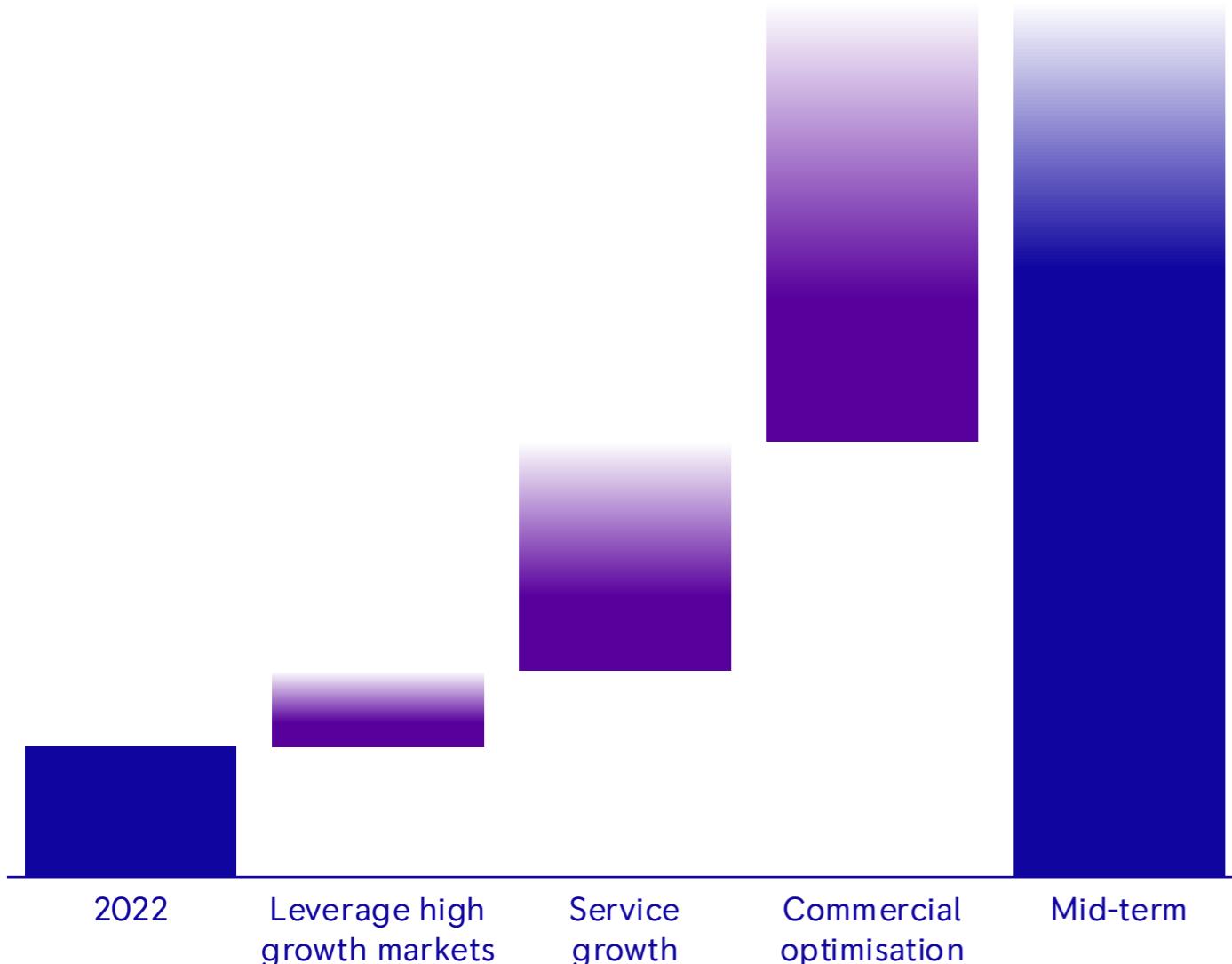
Simplifying and optimising our business

POWER GENERATION PERFORMANCE IMPROVEMENT

Strategic initiatives driving margin improvements

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R 23

Power Generation operating profit improvements (£bn)



LEVERAGE HIGH GROWTH MARKETS

Build on strong position in data centre market and focus on growth with strategic key accounts

>20%

AI-related data centre spend growth p.a.

2x

Service business

SERVICE GROWTH

Achieve significant service growth through extended offering such as upgrade & retrofit kits and digital solutions

>100%

Mid-term operating profit growth

COMMERCIAL OPTIMISATION

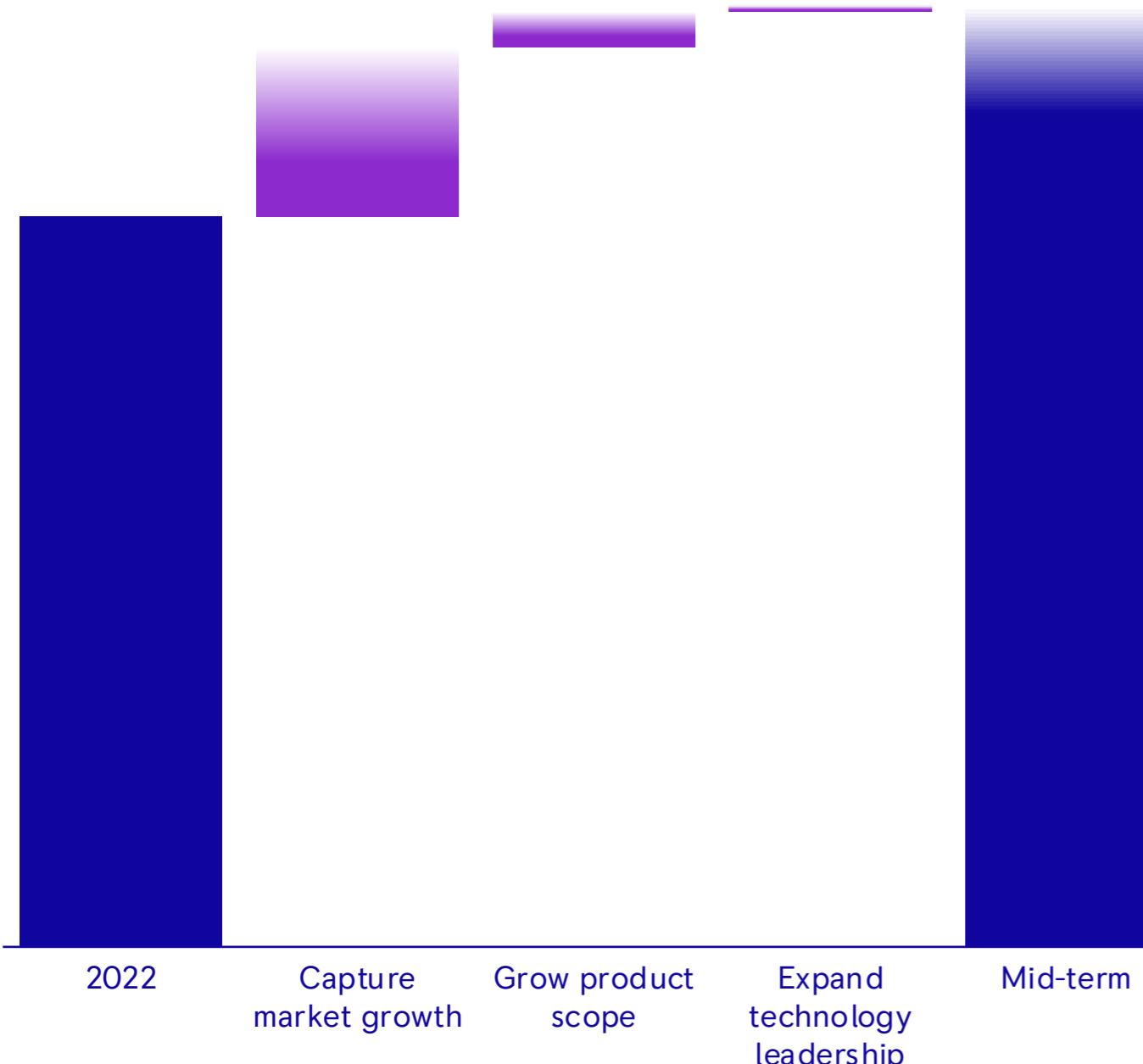
Optimise cost structure building on increasing scale and better leverage global production footprint

PROFITABLE GOVERNMENTAL GROWTH

Strategic initiatives driving margin improvements

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Governmental operating profit improvements (£bn)



CAPTURE MARKET GROWTH

Leverage technology leadership and close customer relationships to capture current market dynamics and service upside

>10%

Mid-term revenue growth per annum

GROW PRODUCT SCOPE

Further expand product scope towards integrated solutions incl. automation and new digital services

3x

Automation revenue

EXPAND TECHNOLOGY LEADERSHIP

Invest in platform updates and new technologies leveraging customer funding opportunities

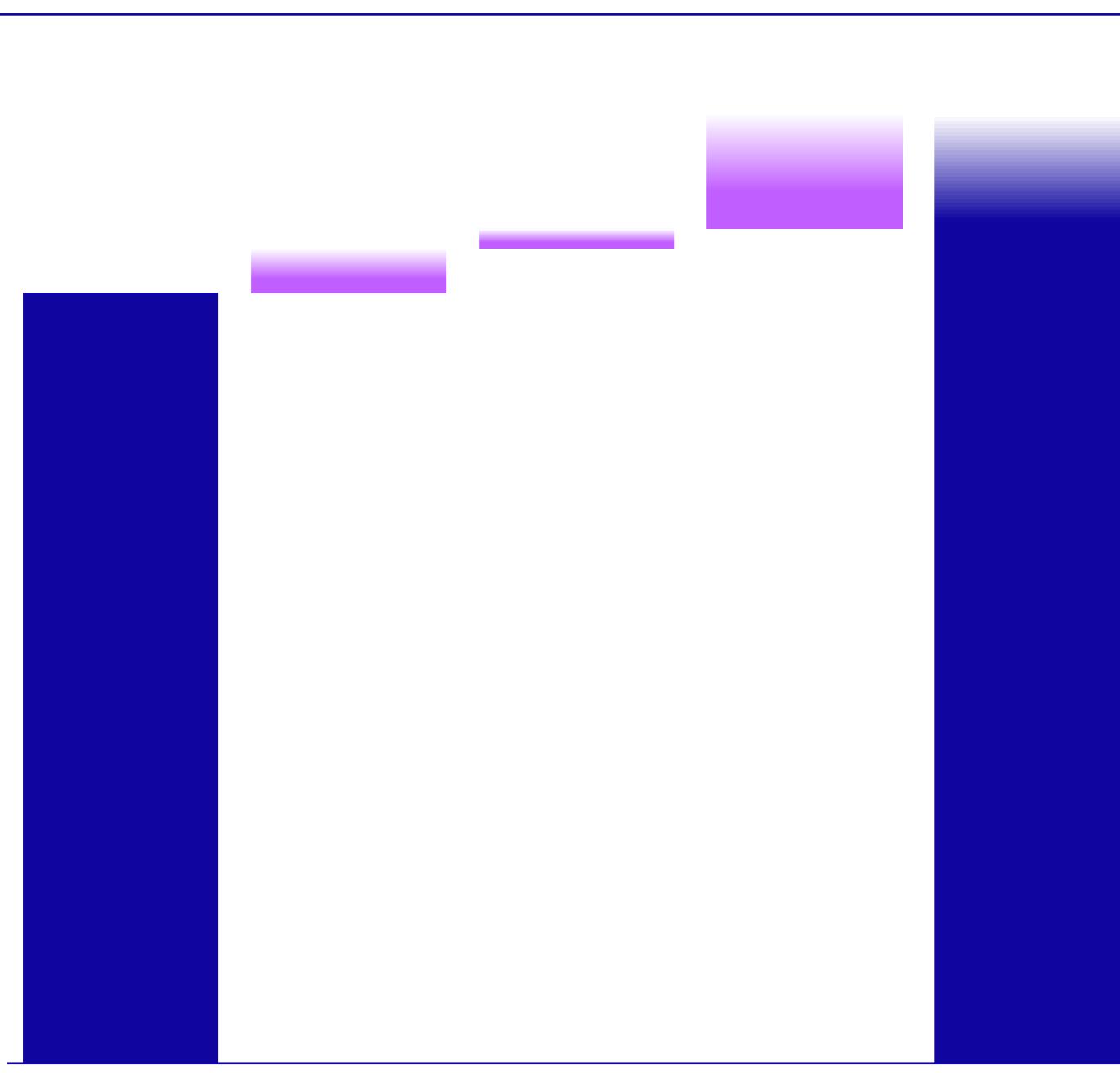
Strong long-term growth potential

PROFITABLE MARINE GROWTH

Strategic initiatives driving margin improvements

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R 23

Marine operating profit improvements (£bn)



EXPAND SOLUTION OFFERING

Grow integrated propulsion solution offering in line with Bridge to Propeller strategy

2x

Sales potential

SECURE LEADING PORTFOLIO POSITION

Develop methanol solutions and strengthen sustainable fuel-ready portfolio

Sustainable fuel-ready engines

GROW SERVICE BUSINESS

Offer new digital service solutions such as equipment health monitoring

>40%

Service share

TRANSITION TO LOWER CARBON

Supporting our customers on their journey to net zero

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Alternative fuels

Further advance engines certified for alternative fuels to support energy transition

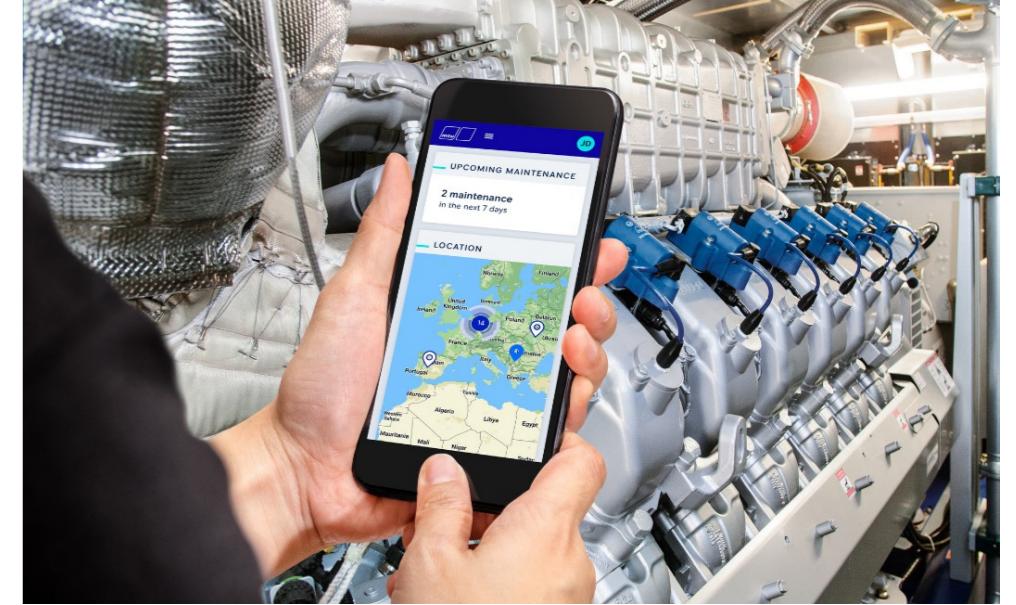


Hybrid offerings

Expand portfolio to support our customers on their path towards net zero and enhance customer experience (e.g. silent drive, emission reduction)

Battery Energy Storage Solutions (BESS)

Strengthen existing portfolio and expand offering into additional markets



Digital initiatives

Drive development of digital solutions and connect digital solutions offering with life-cycle services

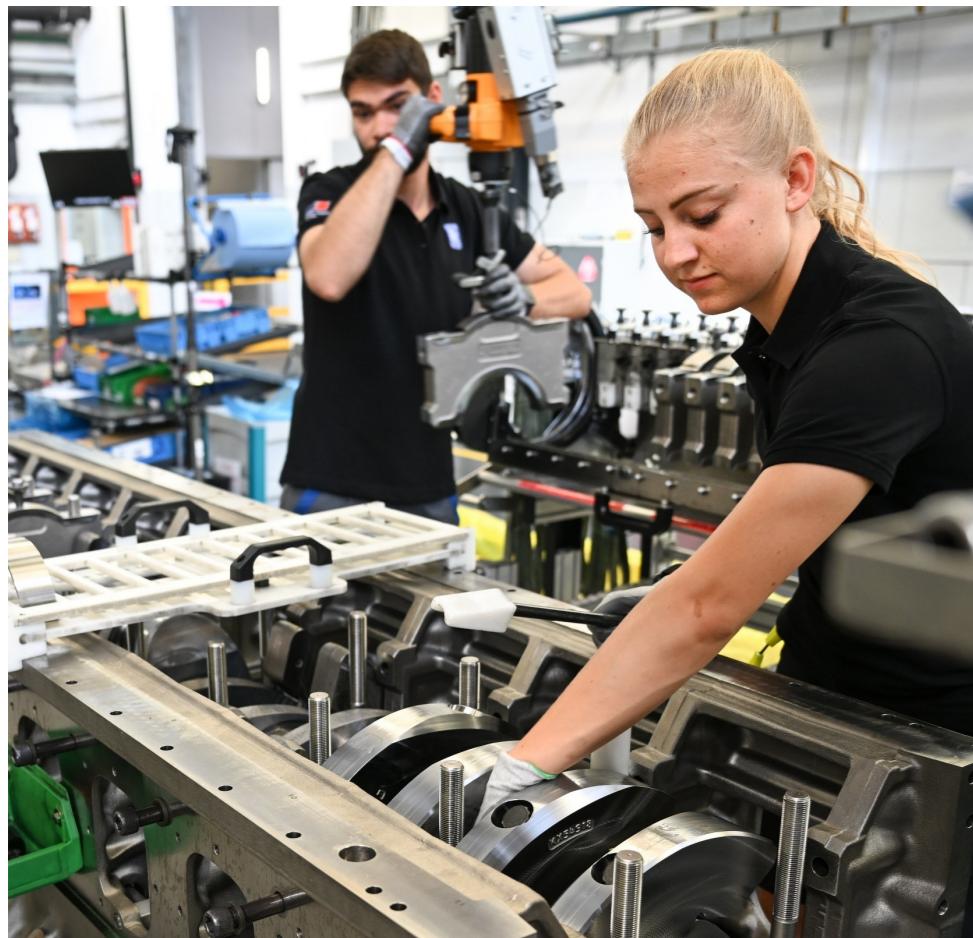
KEY MESSAGES

Clear path forward to achieve substantial profit growth further enabling energy transition

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Operating margin
of 12-14%

with focus on profitable growth



Growing strongly
in attractive markets

Resilient
business model

through diverse application and
product portfolio



Enabling
energy transition