





TRILEMMA

A. THE TECHNOLOGY FOR RENEWABLE ENERGY IS AVAILABLE, BUT WHY ARE WE NOT ON 2030 TARGET?

B. WE HAVE AN AGING FLEET, **BUT WHY ARE THEY NOT** REPLACED WITH MODERN SHIPS?

C. YARDS WANT TO CONTRIBUTE TO GREENER INDUSTRY, BUT WHAT ARE THE INCENTIVES FOR BEING FIRST?

TradeWinds Holes in CO₂ Rules! No-Cure No-Pay Yet another Pilot! CAPITAL COST C

-50%

EMMISSIONS

FROM ROAD TO SEA

SHIPS ARE COMPETATIVE AND ATTRACTIVE FROM FOSSILE TO RENEWABLE

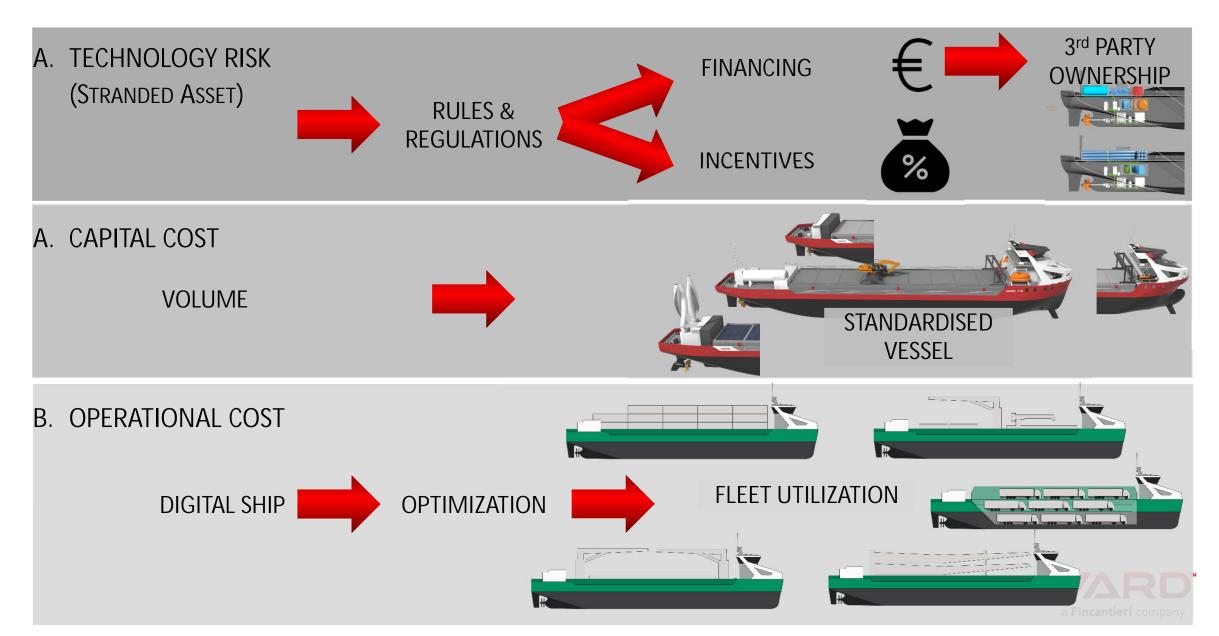
TRANSITION IS BEST HANDLED BY A COMMERCIAL TRACK

FROM YARD TO **FACTORY**

MODERN PRODUCTION-LINE AND USE OF DIGITAL TWIN



SOLUTIONS TO TRILEMMA



MARITIME SHIFT IS NOW!





NUMBER OF VESSELS WITH INSTALLED BATTERY:

331

PURE ELECTRIC VESSELS:

47%

BATTERY FERRIES TRAFFICKING IN NORWAY:

70

B. 2020





Autonomous shipping: ASKO YARA BASTØ FOSEN Orderbook worldwide 2020 battery:

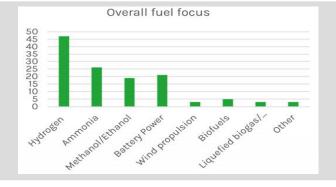
4%

REMOTE OPERATIONS REDUCES OPEX

C. 2021







INVESTMENT IN CLEAN HYDROGEN INFRA-STRUCTURE







HOW TO SPEED-UP THE GREEN TRANSITION?





