

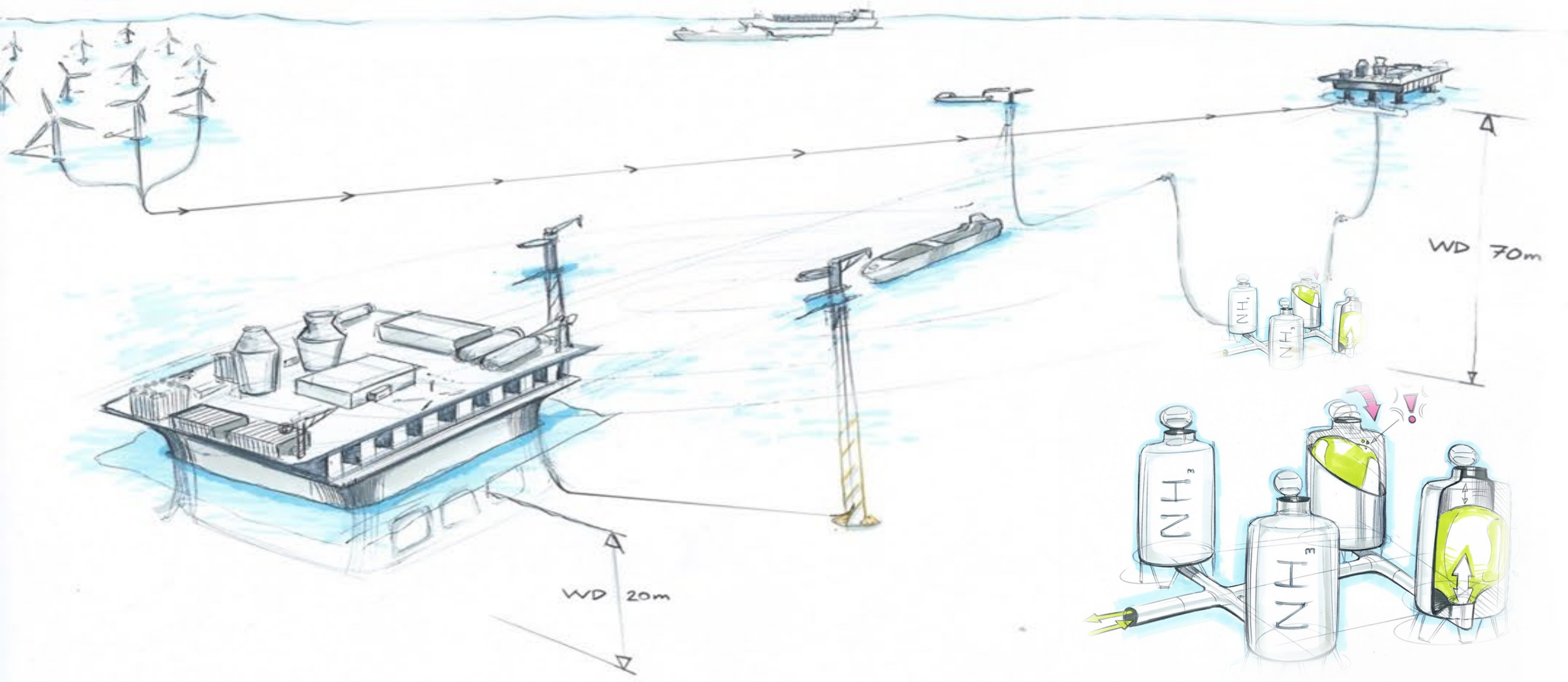
2018

- **Climate Crisis**
- **Industry at unrest**
- **Fear of Future**

De-carbonizing shipping:

- Minimum energy consumption
- Maximum operational efficiency
- Carbon-free energy production





● ZEEDS

● Zero
Emission
Energy
Distribution
at Sea

2019



 Aker Solutions

 DFDS


equinor

 KVERNER™

 GRIEG STAR


WÄRTSILÄ



**Co-creation
interdependency**

- Common Goal
- Sharing Risk
- Based on Trust

70%
down on
CO₂

ARIA





- **Radical shipping decarbonisation possible with ICE's**
- **Large-scale green ammonia production in 2027**
- **Valuechains establishment is key enabler**