

2022

Capital Markets Day

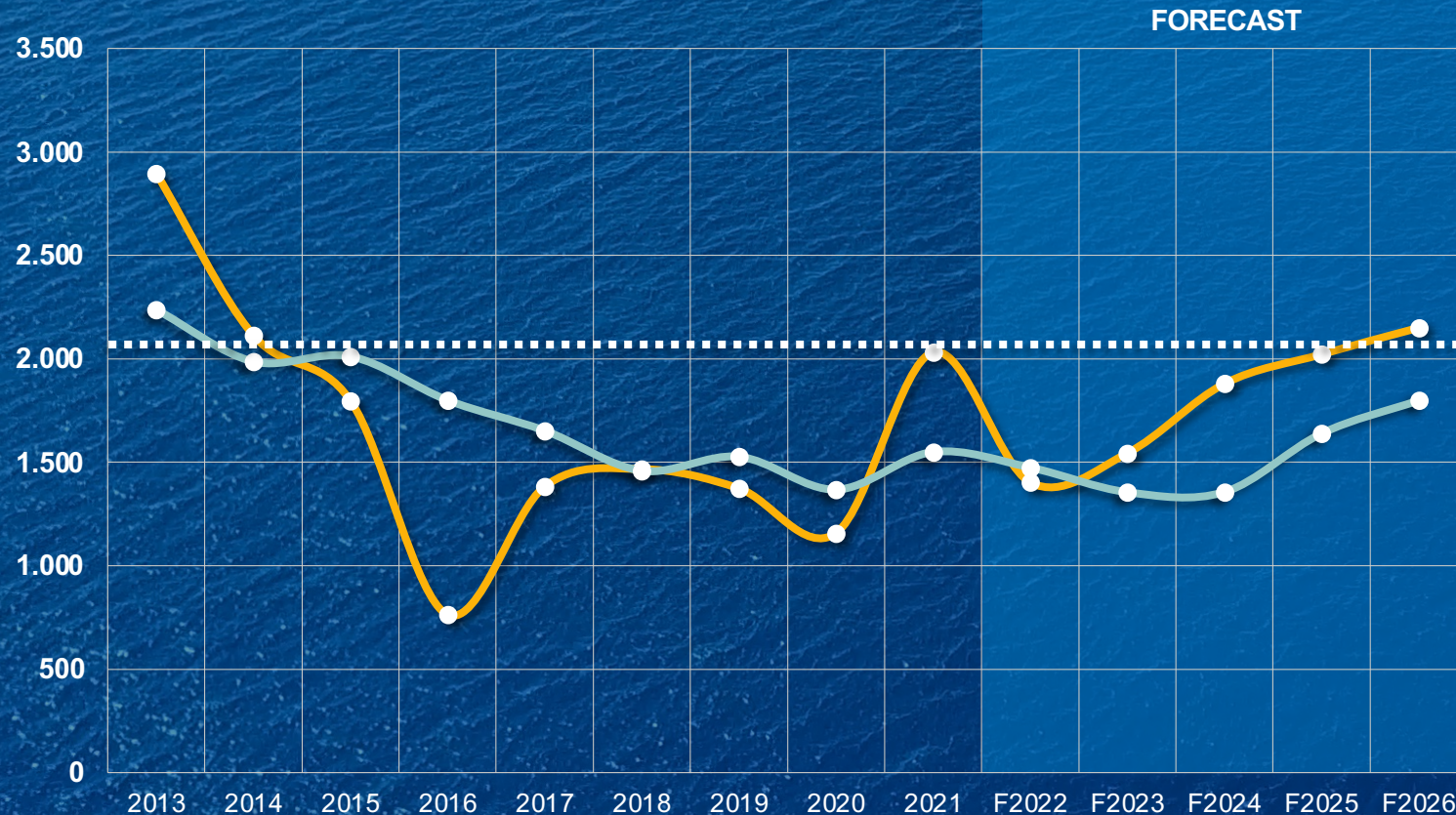
Making way for tomorrow

Marine Division

Shipbuilding market outlook



No. of Vessels



- **Shipbuilding slowly improving**
 - High share of multi-fuel engines
 - Low share of tankers
- **Retrofit of environmental systems declining**



2022

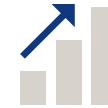
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Addressing profitability



Cost

Organizational restructuring
Rightsizing
Supply chain footprint



Volume & margin

Offshore
Pricing
Service growth

2022

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Long term growth

Portfolio transformation



Fossil fuel



Energy efficiency

Energy Saving Devices
Operational Practice



Clean energy

Low Carbon Fuel
Zero Carbon Fuel

2030 - 2050

Clean energy

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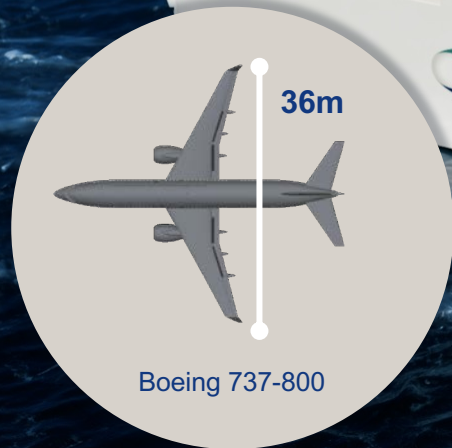
Wind propulsion

Portfolio transformation



Enables carbon neutral propulsion for a vessel using wind as energy source

- Design revised
- Prototype installation
- Global interest



46m

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Waste heat to electricity

Portfolio transformation



Recovery of low grade waste heat from engines to generate electrical power

- First unit delivered
- Solid pipeline
- High customer interest

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Air lubrication

Portfolio transformation



Micro bubbles carpet to improve the fuel consumption on a sailing vessel

- Pilot testing on LR2 and VLOC
- First commercial orders received
- Strong inquiry pipeline

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Weather routing and analytics

Portfolio transformation



StormGeo

SaaS based decision support to increase both safety and efficiency

- Performing as planned
- Carbon footprint dashboard launched
- Acquisition of BunkerMetric

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New acquisition: Scanjet

Portfolio transformation



**Intelligent tank management solutions,
reducing water and energy consumption**

- Critical for cargo operations on tankers
- Market leader with equipment on >7500 vessels
- 300 MSEK turnover

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A large container ship is shown from a high-angle, rear-quarter perspective, sailing on a calm blue sea under a clear sky. The ship's deck is densely packed with multi-colored shipping containers (red, yellow, blue, and green). A yellow crane is visible on the deck. The ship's wake is visible in the water.

**Market
conditions
improving**

**Portfolio
transformation
ongoing**

**Stronger
digital offer**