Sjöfartens Dag
MARITIME DAY

Thursday 23 2024

Eva Mikkola-Karlström & Jörgen Pettersson
Ålands Sjöfart

ålands sjöfart · Ålands landskapsregering · ALANDIA · DNV · WÄRTSILÄ

1

Sjöfartens Dag
MARITIME DAY

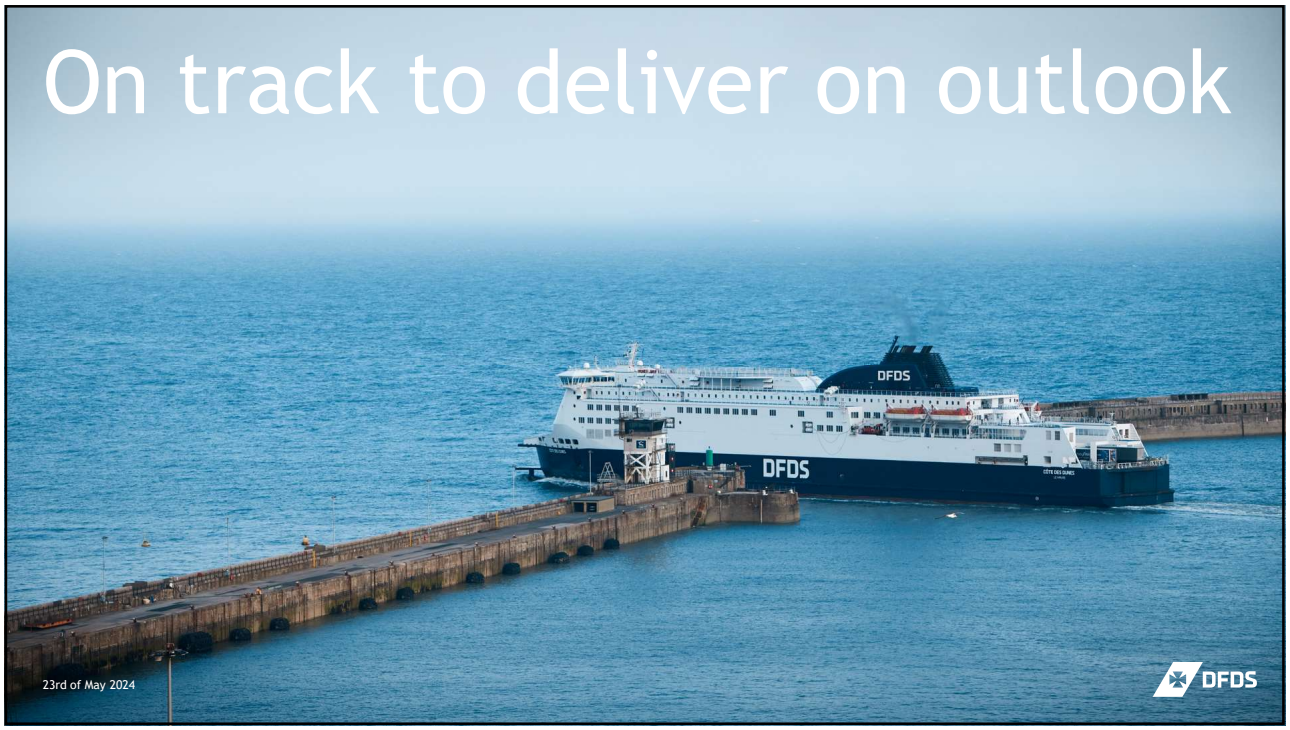
- Exhibition
- Roro-Ropax seminar – market and forecasts
- Ship finance – how to finance newbuildings in challenging market
- Alandia seminar
- DNV & Wärtsilä – carbon regulations & electrical solutions
- Networking

2

Jesper Hartvig Nielsen
Head of Fleet Management
DFDS Seaways

3

On track to deliver on outlook



4

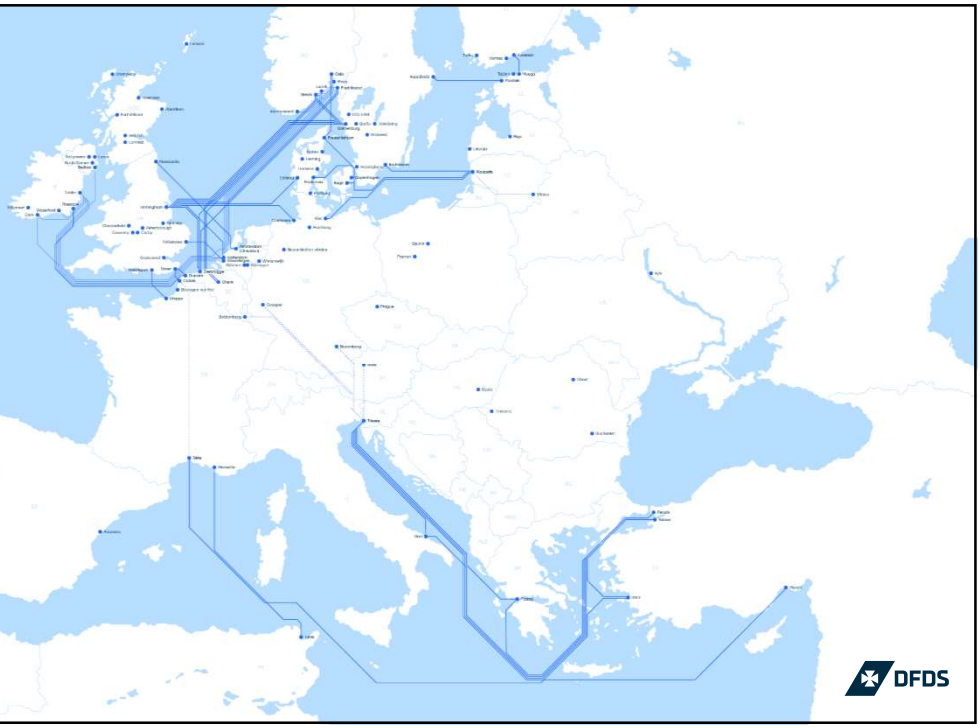
Agenda

- DFDS at a glance
- Market
- Outlook
- Moving to green

5

5

DFDS network



6

6

Market: Q1 result ahead of expectations in challenging market environment

Overcapacity impacting amid good results

Freight ferry volume pick-up in several areas

Freight ferry pricing pressure rising in overcapacity areas

Passenger result improved

More vessels, both RoRo and RoPax are now open in the market

Gradual market recovery expected

Mixed demand picture – gradual recovery is still base case scenario

Continued overcapacity expected in Channel and Baltic Sea ferry markets

Mediterranean market under pressure but expected to recover

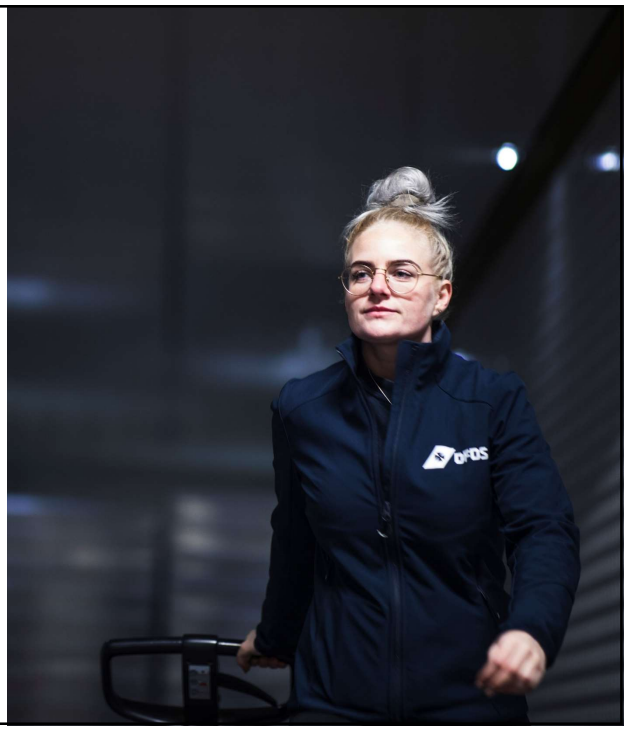
Network expanded

Strait of Gibraltar routes added to ferry network from 10 January

Agreement to acquire Ekol Logistics' international transport network – closing expected Q4 2024

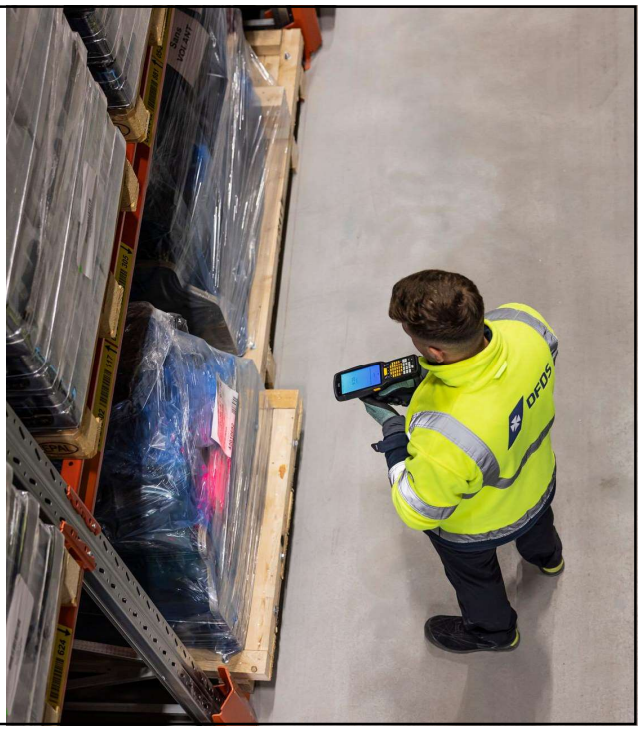
Outlook: 2024 still based on overall flat market environment

- **European** growth still expected to rebound slightly rest of year
- **Freight** markets mixed picture – overall flattish expectation
- **Turkish** growth expected to increase in second half of 2024
- **Passenger** market still expected to benefit from pockets of recovery



Outlook: Key priorities for 2024 – unlocking value

- **Organic growth** focus
- **Operational efficiencies** – drive improvement in select areas
- **Green transition** – deliver on short- and long-term targets
- **Strait of Gibraltar** integration
- **Ekol Logistics** integration preparation



9

9

Moving to green: Our greenhouse gas reduction targets

2030

45% reduction in CO2 intensity from ferries[1]

75% reduction in GHG intensity from road transport, terminals & warehousing[2]

2050

Net zero

10

1. Scope 1, TtW CO2 reduction from 2008
2. Scopes 1 & 2, WtW CO2e reduction from 2022 – percentage intensity depends on growth rate

DFDS

10

Moving to green: Progress across green targets

- **Ferry CO2** emission intensity reduced 3% across route network in Q1 2024
- New **shore-power** facility in Vlaardingen port terminal – 2.1-2.3k tons CO2e annual decrease
- **Green RoRo** corridor project – capex/opex funding application submitted to EU
- **E-trucks:** another 100 ordered bringing total (ordered) fleet to 225 – 105 deployed end Q1

11

11

Moving to green: **Vessels of Tomorrow:** Ferry transition to 2030 and beyond fuelled by low and zero-emission fuels

2026 — 2026-30 — 2028-29 — 2029-30 — 2029-30

Ghent green
Electrical barge

Methanol-fuelled
Ro-Ro Conversion

Methanol-fuelled
Ro-Pax newbuilds

Channel electrification
Battery-powered newbuilds

Ammonia-fuelled
Ro-Ro newbuilds

- Collaboration with authorities on the risk-based approval process
- Collaboration with ports on bunker standards, procedures and safety aspects
- Collaboration with equipment suppliers, monitoring and sourcing of new fuels and technologies

DFDS

12

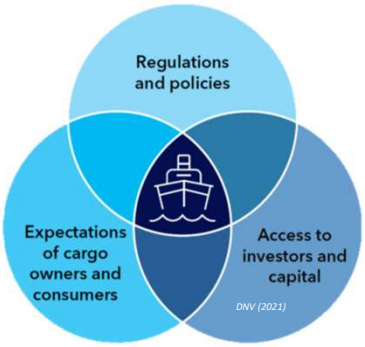
Henrik Tidblad
Chartering Manager
Stena RoRo

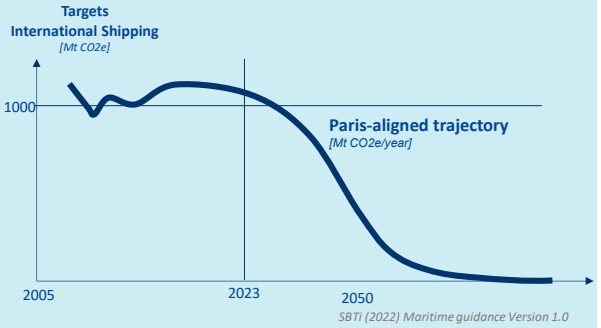
13

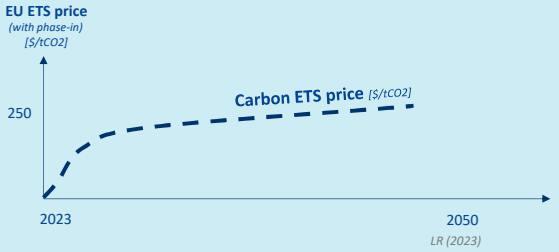
14

The Climate Challenge

Shipping to be **net-zero by/around 2050 (IMO Revised Ambition)**, along with **increasing cost** of emitting fossil carbon.



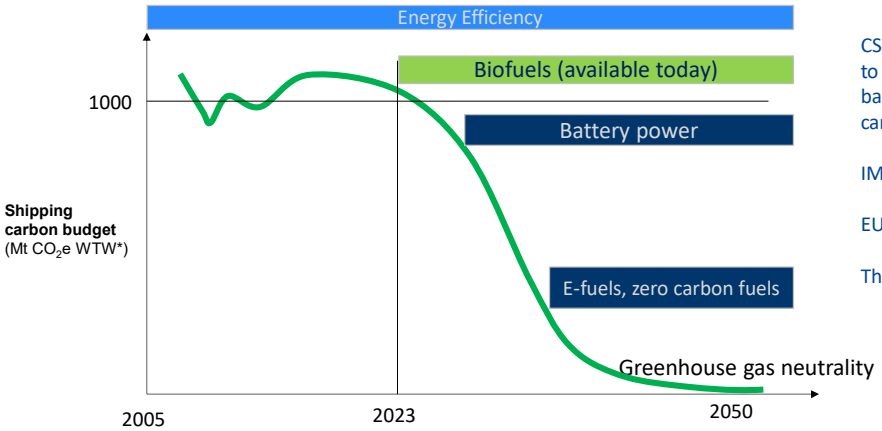




15

To reach global GHG emission targets, sea transport must move away from fossil fuels

Science Based Targets Initiative (2022) Maritime guidance. Plot represents a 1.5°C-aligned trajectory



CSDD – EU directive requires companies to disclose how to align with science-based targets (Paris Agreement) – carbon offsetting not accepted.

IMO GHG strategy revision MEPC 80

EU ETS for shipping 2024

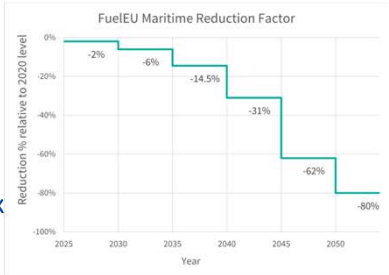
The cost of emitting is here !!

*WTW = Well-To-Wake, from extraction of raw materials to fuel use onboard.

16

Regulatory Perspective EU

EU is taking the lead – but the landscape is complex!

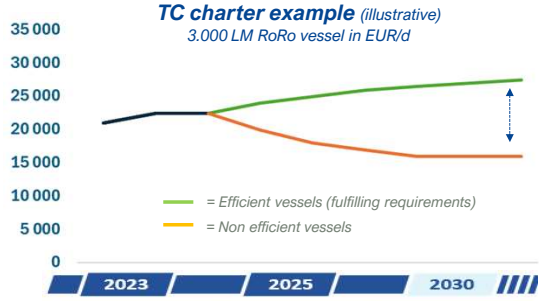


- **Fit for 55** – increased ambitions for EU
  - EU target for climate neutrality by 2050
  - **EU ETS** for shipping 2024
  - Revised plan of the **Energy Taxation Directive**
  - **FuelEU** annual reduction targets for shipping
  - **Renewable Energy Directive** (RED) →
- → **RED - revised transportation targets by 2030 EU** (RED III Annex IX B)
  - **7% cap on food and feed crops** of the energy for transportation for each member state
  - **1.7% waste oil cap** (no cap for aviation in ReFuelEU – will divert UCO and animal fat from biodiesel to SAF)
  - **Target 5.5% advanced biofuel & hydrogen**.
  - **Multipliers**: renewable electricity will count 4 times its energy content (road and rail), non-food renewables will count 1.2 times for shipping.
- **EU penalizing first generation (crop-based) fuel**
  - Energy taxation directive treats crop-based fuel as fossil fuel.
  - RED is setting a cap for first generation.
- **IMO & UK are following**

17

New regulations will create a ”two tier” market

Due to new regulation few vessels will remain competitive without significant investments or use of alt fuels



Emission Reduction Targets

CII
An IMO directive requiring increased operational efficiency

EEXI
An IMO directive requiring significant energy efficiency improvements in the existing fleet

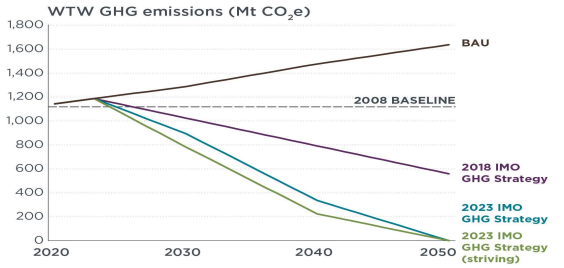
EU ETS
Shipping to be included in the EU emissions trading system

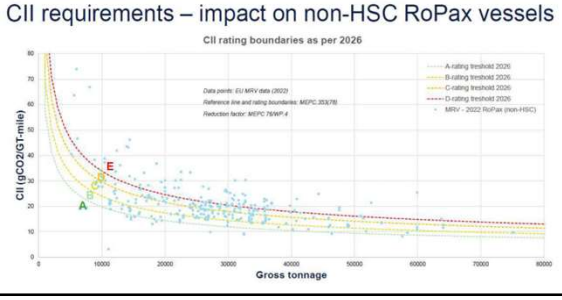
FuelEU Maritime
A framework to increase the share of renewable and low-carbon fuels in the fuel mix of international maritime transport

IMO Target
40% reduction in carbon intensity relative to 2008

EU Target
55% reduction in emissions compared to 1990 levels

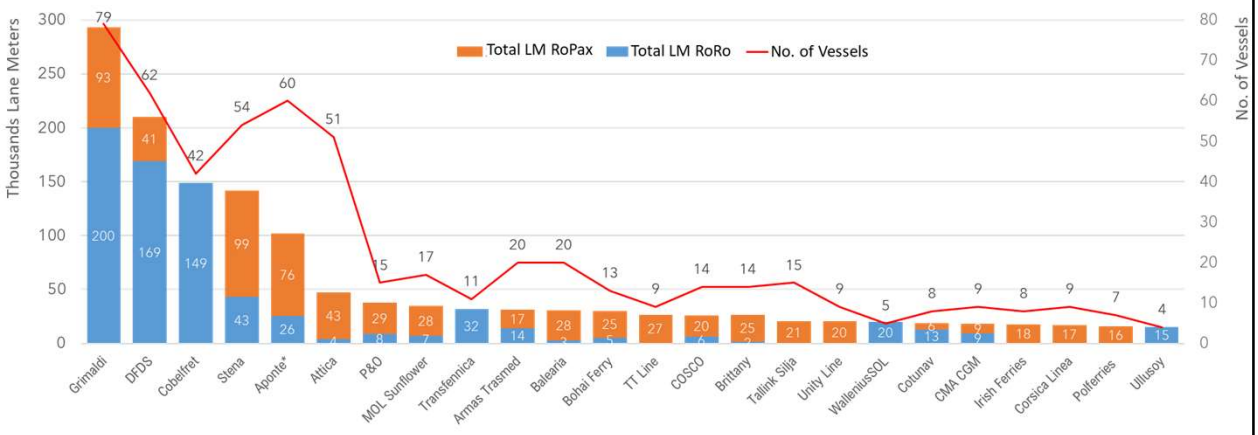
US Target
50-52% reduction compared to 2005 levels





18

RORO and ROPAX Operators, ranked in size (LM)



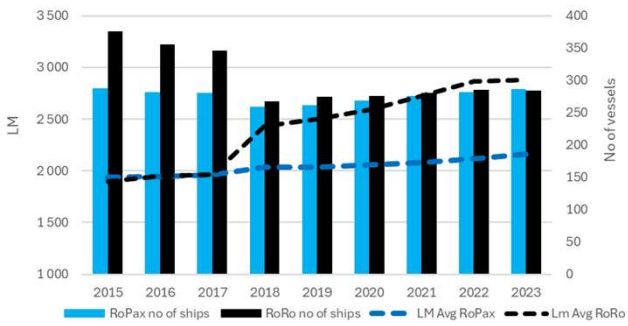
- **Grimaldi Group =** includes Finnlines and Minoan, Malta Motorways of the Sea
- **Aponte Sphere =** includes MSC, GNV, SNAV, Moby, CIN and Tirrenia
- **Attica Group =** includes Superfast Ferries, BlueStar Ferries, Helleninc Seaways, Africa Morocco Link and ANEK

19

RORO and ROPAX Market

The trend which has been established for several years continue to apply i.e. smaller ships are removed and larger ships are added. This is resulting in a reduction of the total number of ships over time. However, the total lane meter capacity of the fleet remains intact or increasing.

	Number of ships	Total Lanemeters
RoRo:	284	817,674
RoPax:	286	617,717



20

ROPAX Market - Operators & Owners of vessels

Minimal scrapping but older ferries tend to be replaced by new/modern RoPax vessels.
All new ships delivered are large i.e above 3.000 LM

Top 3 Players:

1. Stena Line

- 14 Vessels 53.900 LM

2. Grimaldi

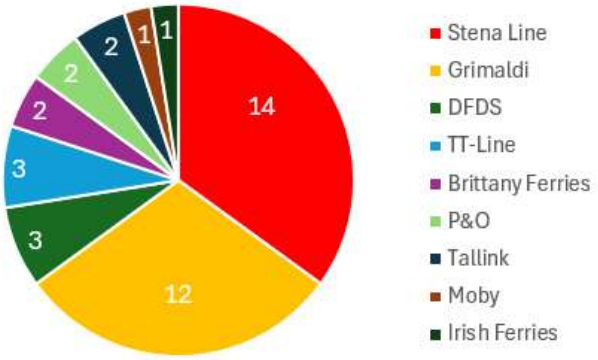
- 12 Vessels 45.100 LM

3. DFDS

- 3 Vessels 12.100 LM

Vessel size +3.000 LM

Approx 40 vessels in the market



21

RORO Market - Operators & Owners of vessels

Many newbuilds were deployed in the market during 2020 to 2022. All new ships delivered are large i.e + 4.000 LM.
The control of ships have been even more concentrated to Grimaldi, DFDS, CLdN, especially on the larger ships,
These large ships together with strategic routes can be characterized as "entry barriers".

Top 3 Players:

1. Grimaldi

- 32 Vessels 164.700 LM

2. DFDS

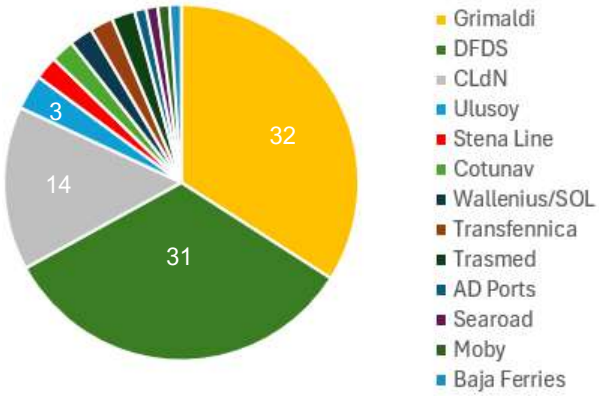
- 31 Vessels 141.300 LM

3. CLdN

- 14 Vessels 73.000 LM

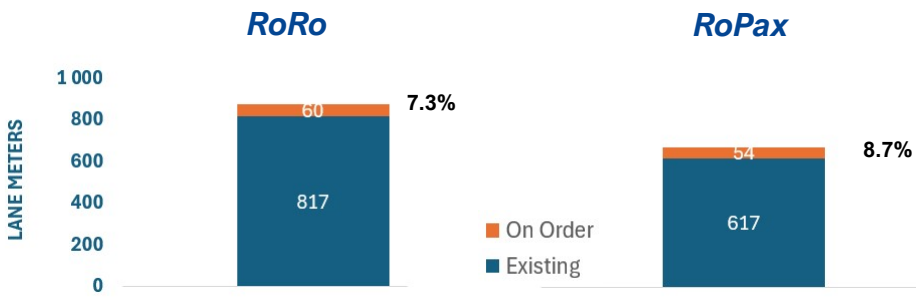
Vessel size +3.000 LM

Approx 90 vessels in the market



22

Modest orderbook in near term 2024-2026



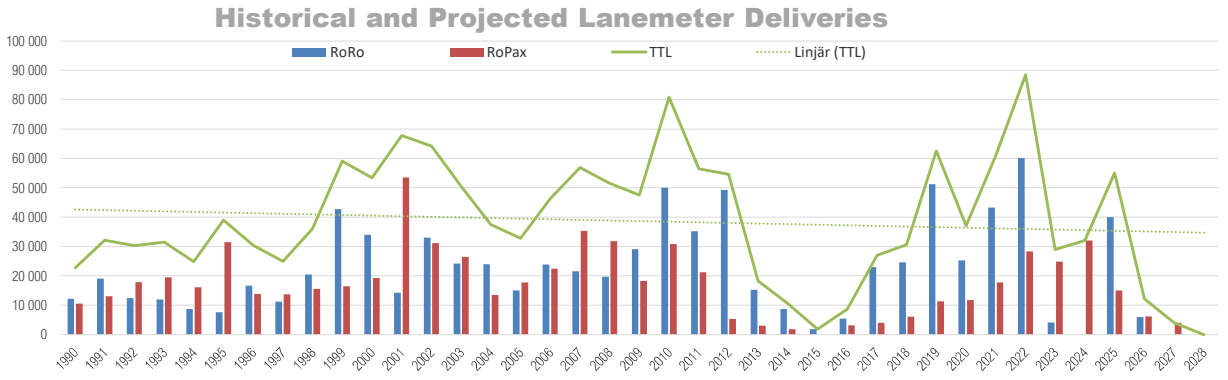
- **CLdN, Grimaldi & Stena represents 60% of orderstock**
- **Stenas share 10%**
  (2 NewMax for Stena Line)
- **Average size 4.300 LM**

- **Mixed number of operators have placed orders**
- **Stenas share 19%**
  (2xE-Flex BF, 1xE-Flex MAI, 1xE-Flex Corsica Linea)
- **Average size 3.000 LM**

23

History delivered LM

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
RoRo	12,223	19,106	12,414	11,954	8,680	7,585	16,655	11,245	20,471	42,704	34,035	14,295	32,978	24,183	23,932	15,036	23,862	21,559	19,692	29,147	50,055	35,222	49,299	15,240	8,750	1,800	5,460	23,000	24,600	51,200	25,300	43,300	60,200	4,100
RoPax	10,545	13,065	17,921	19,557	16,119	31,469	13,783	13,765	15,569	16,431	19,338	53,486	31,191	26,452	13,525	17,810	22,450	35,300	31,840	18,340	30,840	21,250	5,350	3,070	1,800	0	3,200	4,000	6,050	11,338	11,800	17,746	28,380	24,846
TTL	22,768	32,171	30,335	31,511	24,799	39,054	30,438	25,010	36,040	59,135	53,373	67,781	64,169	50,635	37,457	32,846	46,312	56,859	51,532	47,487	80,895	56,472	54,649	18,310	10,550	1,800	8,660	27,000	30,650	62,538	37,100	61,046	88,580	28,946



24

WE ARE STENA RORO

The leading innovator of the roll on/roll off cargo and passenger concepts.

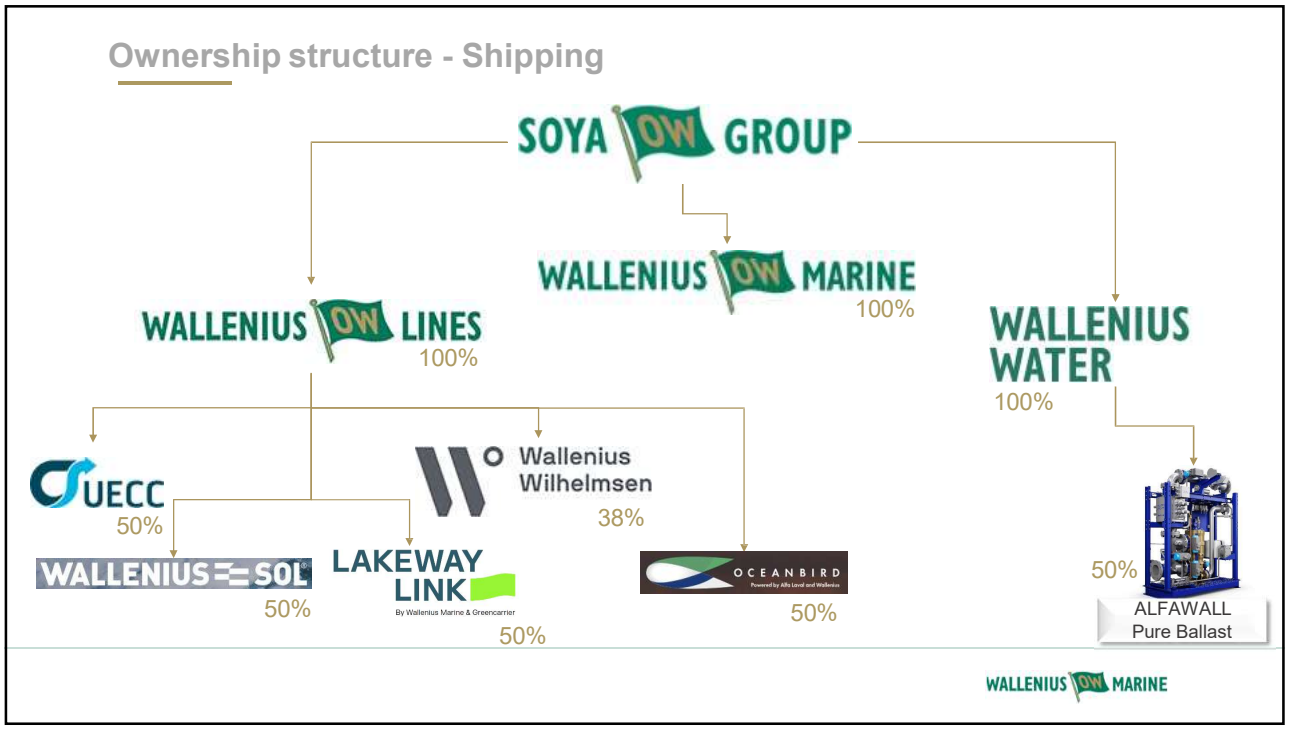
25

Göran Söderdahl
Global Senior Commercial Manager
Wallenuis Marine

26


Our vision
"Leading the way towards truly sustainable shipping"
Wallenius marine – Maritime day 2024
WALLENIUS MARINE

27


Ownership structure - Shipping
SOYA GROUP
WALLENIUS MARINE
100%
WALLENIUS LINES
100%
WALLENIUS WATER
100%
UECC
50%
Wallenius Wilhelmsen
38%
WALLENIUS SOL
50%
LAKEWAY LINK
By Wallenius Marine & Greencarrier
50%
OCEANBIRD
50%
50%
ALFAWALL
Pure Ballast
WALLENIUS MARINE

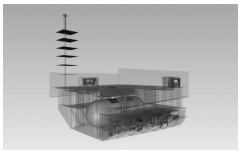
28

What we offer

WALLENIUS WILHELMSEN MARINE

29

From concept to operation

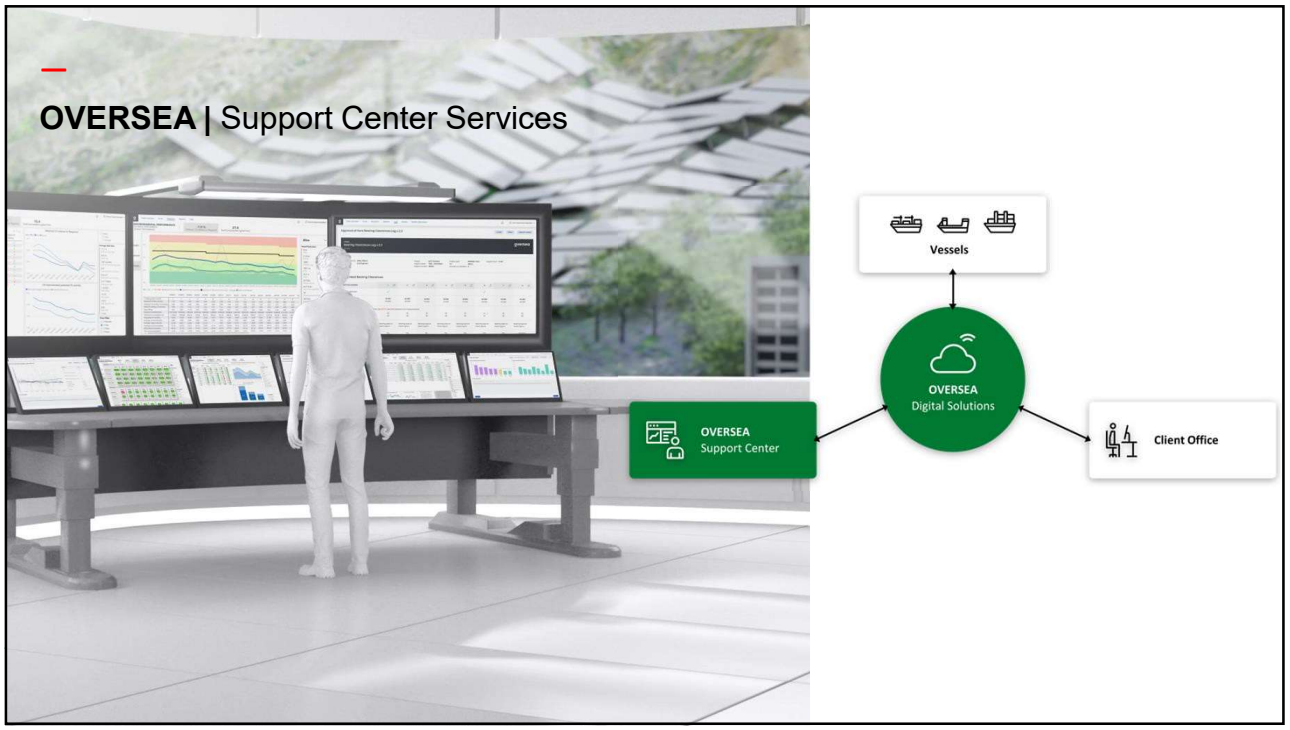


WALLENIUS WILHELMSEN MARINE

30

WALLENIUS WILHELMSEN MARINE

31



32

Rough seas, stormy schedules, and rising customer demands – some things never change for maritime shipping. But running a modern shipping company today also means being ready to defeat new kinds of threats and handle new types of challenges.

Cyber security, advanced data management, and risk -minimization, are key. Redundancy plays an important role. We remotely monitor your systems in real -time and make sure software and security systems are always updated. Everything to keep you running.

Let us take care of your IT solutions at sea, so you can focus on handling the ship.

Find out more at soyait.com

SOYA IT MARINE SOLUTIONS

Powered by Soya Group

33

34

New line Gdynia - Södertälje - Gdynia

WALLENIUS WILHELMSEN MARINE

9

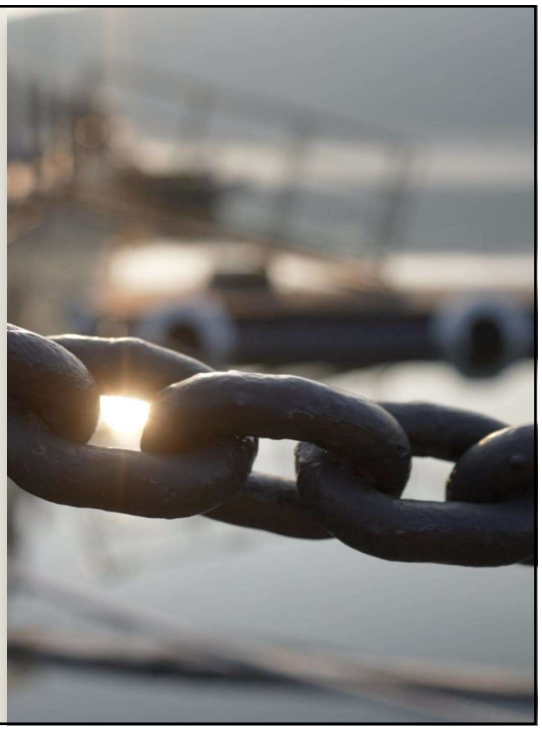
35

What we are aiming for

- Sustainable logistics systems
- Cost efficiency
- High level of service

In order to optimize the logistics of the future

LAKEWAY LINK



36

CONNECTIONS

Strategically located ports with excellent connections

37

Our solution

- Lakeway Link, an independent RoRo carrier
- A non-driver-related traffic
- Trailers & Mafi
- High and Heavy project cargo

LAKEWAY LINK

38

39

Fridtjof Rohde
Director Sales and Project Managemnt
Technolog Services

40

41

1 UPFRONT

TECHNOLOG

Any possible retrofit savings are driven by

a) What was the original design target? → *e.g. 22kn at design draught*

b) What is the new target of today? →
Lowest possible consumption
@ 12-14kn
@ 5.5 to 6.8m draught
Low EEXI, low CII
No/low sulphur emissions
No/low emissions in port … … …

42

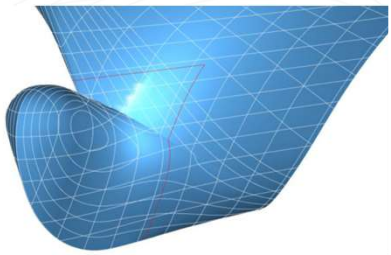
2 BOW RETROFIT

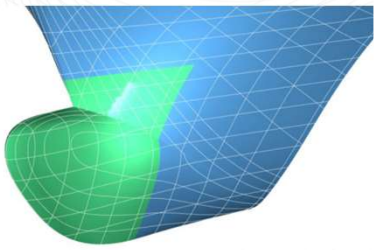
TECHNOLOG

A bow made for high speeds acts as brake at low speeds:

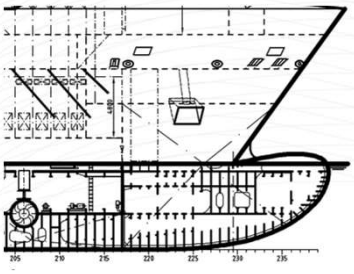
- To start with a speed-draught target matrix
- Define a cut-off
- Run 20,000 CFD variations

The new bow shows savings of 10-25% in resistance





SOURCE: FutureShip



TLS 2024 / P. 43

43

3 PROPELLER RETROFIT

TECHNOLOG

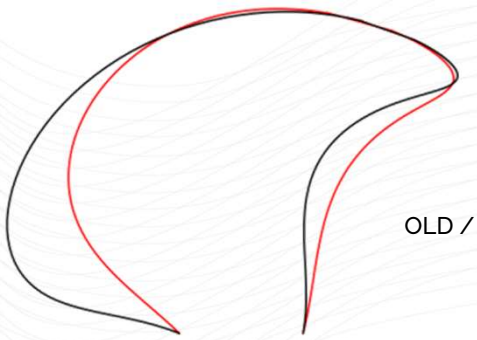
The original propeller is designed for the full load (force) and full speed. A new propeller design will be made for

- less speed
- less power
- potentially less RPM

Resulting in

- less blade thickness
- less blade area

The new propeller shows savings of 8-15% power



OLD / NEW

SOURCE: MAN

TLS 2024 / P. 44

44

4 ENGINE RETROFIT

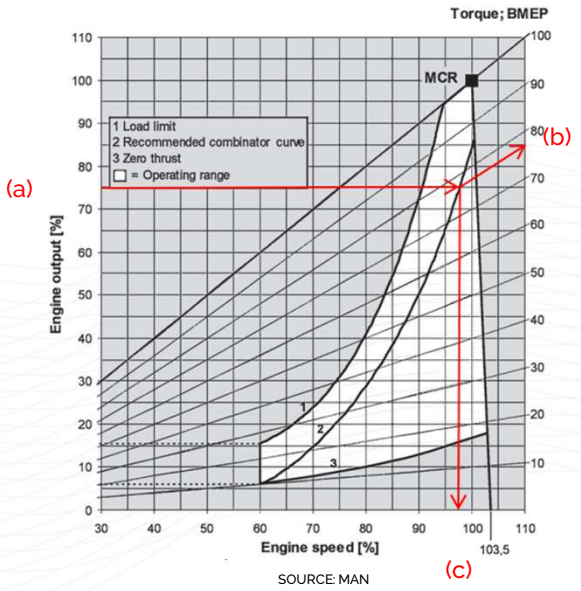
TECHNOLOG

The optimization of an existing engine follows this ranking:

- Check your new speed target
- Check ice class limits
- Select new max engine output (a)
- take the combinatory curve (2) as propulsion curve
- Check new max torque (b)
- Check new engine rpm (c)

a, b and c form the basics for

- engine's SFOC lowering → expected: 5-8%
- Input for propeller design



SOURCE: MAN

TLS 2024 / P. 45

45

5 WIND ASSISTED PROPULSION

TECHNOLOG

The benefits of sails are closely related to

- The target speed (<<14kn)
- The region of trade
- The courses
- The m²
- The selected sail system

Savings between 10 and 25% are realistic

… but not everywhere

SOURCE: ECO Flettner

SOURCE: AYRO

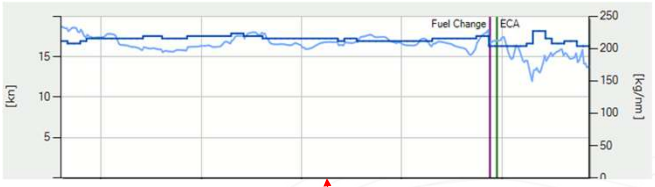
TLS 2024 / P. 46

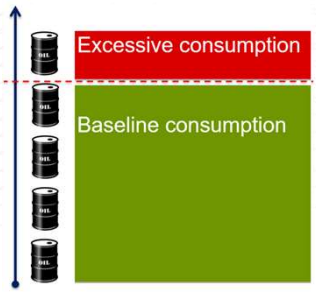
46

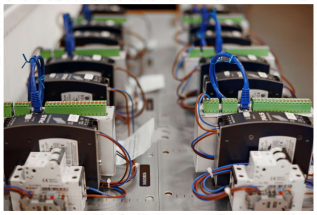
6 BIG DATA / PERFORMANCE MANAGEMENT

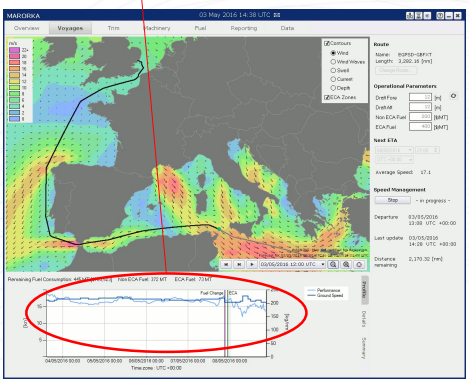
TECHNOLOG

Big data collection on board plus visualization plus decision support makes it possible to save 5-15%









SOURCE: MARORKA

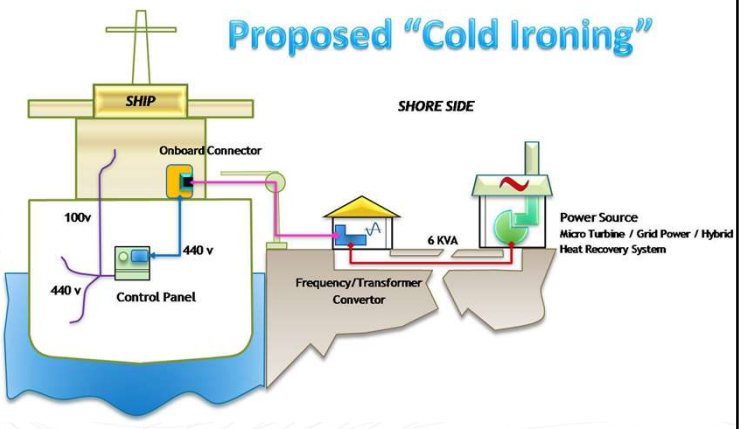
47

7 OLD IRONING

TECHNOLOG

Advantages
- No local emissions
- CII benefit
- Silent vessel

Disadvantages:
- Complex system
- Transversion / conversion
- High effort connection
- Often expensive energy



mostly 60Hz

50Hz or 60Hz

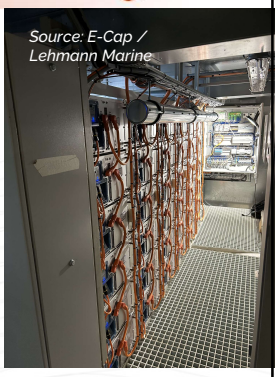
48

8 BATTERY

TECHNOLOG

To run mid size RoRo vessel for 1,000nm on batteries requires ~ 2,000t batteries of costs ~USD 80,000,000.-

That is impossible! Therefore, we select different batterie utilizations:


Source: E-Cap / Lehmann Marine

a) For safety reasons as electrical redundancy
- 30 minutes (required by class)
- 200kW emergency load
- C-Rate = 2
- → 100kWh battery; USD 40k; 1t

→ *to keep the gensets switched off during estuary services*

b) For peak shaving
- 30 minutes
- 2,000kW bow thruster or propulsion peak
- C-Rate = 2
- → 1,000kWh battery; USD 400k; 10t

→ *to run the main engine always in best mode and (!) not to start gensets for manoeuvring*

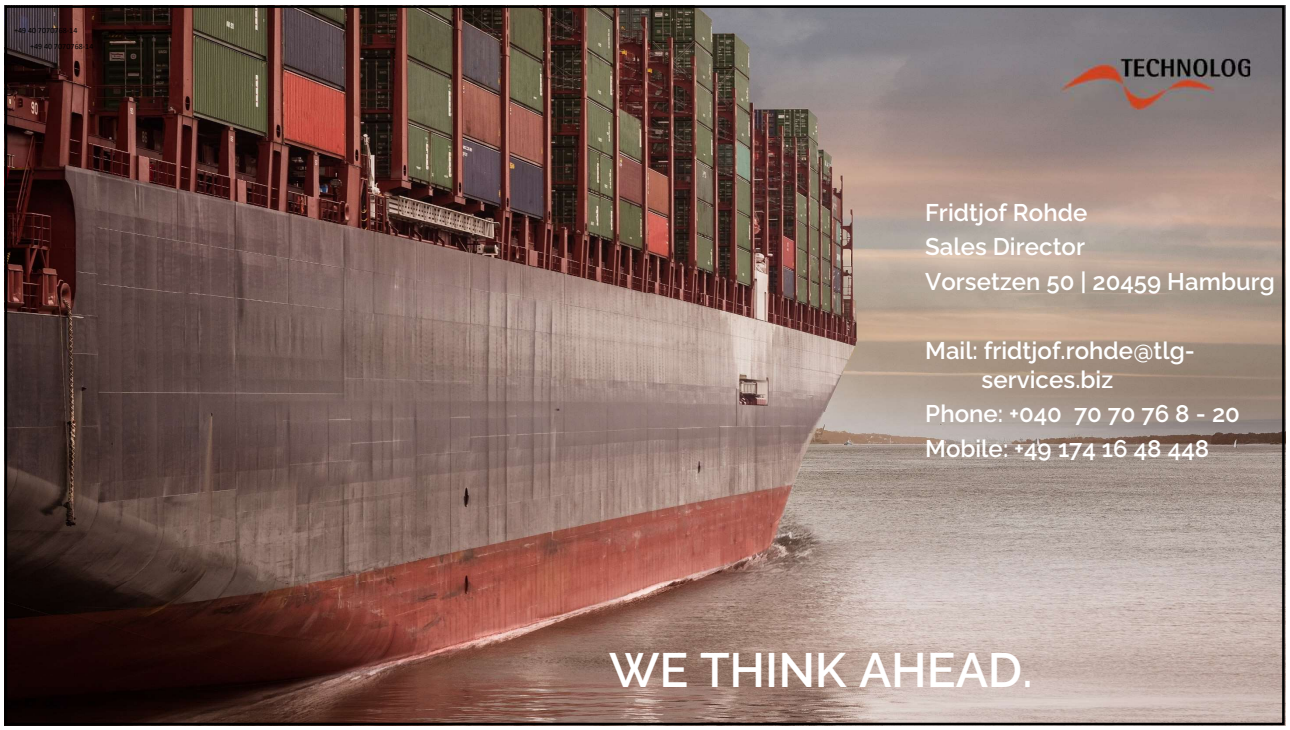
9 CONCLUSION

TECHNOLOG

Retrofit measures extent vessel's life time and competitiveness by

- less resistance
- better propulsion
- utilization of external sources (wind, shore power)
- keeping the emission limits

Latest retrofit projects showed ~30% total savings (even without wind assisting)


TECHNOLOG
Fridtjof Rohde
Sales Director
Vorsetzen 50 | 20459 Hamburg
Mail: fridtjof.rohde@tlg-services.biz
Phone: +040 70 70 76 8 - 20
Mobile: +49 174 16 48 448
WE THINK AHEAD.

51


TECHNOLOG
ANNEX NEW ENERGY

52

2 ENERGY CHAIN / ENERGY LOSSES

TECHNOLOG

The green energy path via **methanol**:

	Efficiency	
green wind, water, solar power	100%	
grid losses shore	98%	
production of green hydrogen (electrolysis)	75%	H2
production of green methanol from hydrogen	60%	CH3-OH
onboard energy conversion in the engine 2-stroke	50%	
mechanical losses shaft	99%	
propulsion losses propeller CPP	68%	
total energy chain efficiency		

The green energy path via **battery**:

	Efficiency	
green wind, water, solar power	100%	
grid losses shore	98%	
battery	95%	
electrical losses (converter, inverter, cable)	90%	
onboard energy conversion in electric motor	95%	
propulsion losses propeller FPP	70%	
total energy chain efficiency		

2 ENERGY CHAIN / ENERGY LOSSES

TECHNOLOG

As an rough overview for different fuels and paths:

- via MeOH and 2-stroke engine → ~15%
- via MeOH and 4-stroke engine → ~13%
- via NH3 and 2-stroke engine → ~16%
- via NH3 and 4-stroke engine → ~14%
- via hydrogen (-252 C) and fuel cell → ~15%
- via hydrogen (600bar) and fuel cell → ~20%
- via Battery → ~56%
- direct wind assisted propulsion → 100%

Efficiency upgrades possible with energy saving devices like GATE RUDDER© and/or CONTRA ROTATING PROPELLERS

Jørn Bakkelund
Senior Analyst
Clarksons Norway

55

CLARKSONS

RoRo-RoPax Market

By Jørn Bakkelund

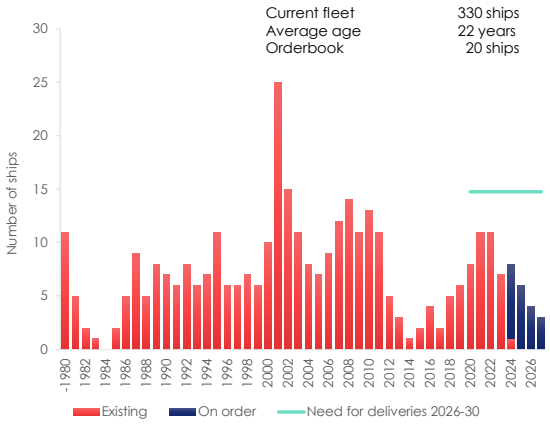
Prepared for Sjøfartens dag
23. Mai 2024

56

Need For RoPaxes to be Delivered by the End of 2030

Need for tonnage to cover replacement of older tonnage and growth in demand

RoPax fleet above 20,000 gt by building year



Source: Clarksons

How many new Ropaxes (+ 20,000 gt) is needed by 2030?

Demand growth 1% p.a. (Equal to demand growth 2008-19)	24
Replacement of tonnage*	55 (17% of fleet)
Current orderbook	-20 (6% of fleet)
Number of RoPaxes needed	59 (18% of fleet)
Deliveries per year needed in the period 2027-2030	15
What if:	
Replacement need by 2030	57% (up to 2004-built)
Of which -Reach age of 30 years	39%
-CII category D and E	18%

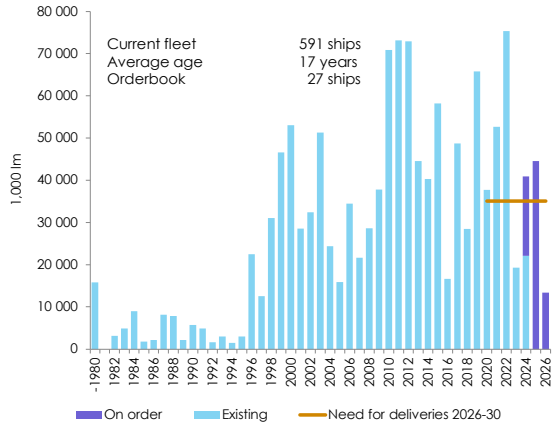
*(Removal of ships built prior to 1990 i.e.at the age 40–same as avg removal age recent years)

57

More RoRos Are Needed in the Years to Come

Need for tonnage to cover replacement of older tonnage and growth in demand

RoRo fleet by building year – above 10,000 gt



Source: Clarksons

How many new RoRos (+10,000 gt) is needed by 2030?

	ship	/ mill GT	/ **1,000 LM**
Fleet growth 1% p.a.	24	/ 0.79	/ **77**
Replacement of tonnage *	68	/ 1.42	/ **141**
Current orderbook	19	/ 0.70	/ **77**
Number of RoRo's needed	73	/ 1.52	/ **140** (11.3% of fleet LM)
Additional deliveries per year needed in the period 2027-2030	18	/ 0.38	/ **35**

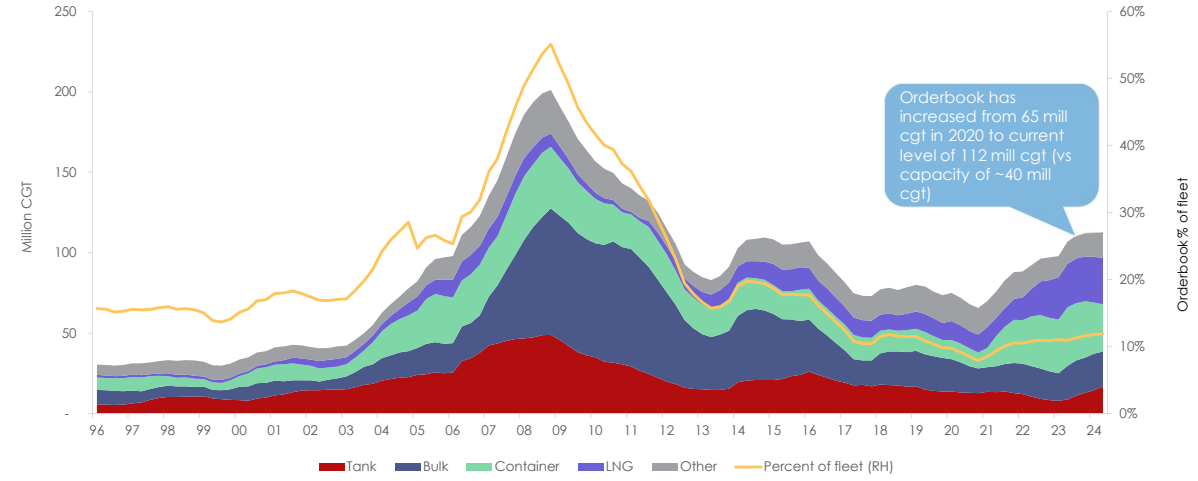
Replacement need by 2030 due to CII	34% (up to 2006-built)
-Reach age of 32 years by 2030	13%
-CII category D and E by 2030	21%

*(Removal of ships built prior to 1998 i.e. at the age 32–same as avg removal age recent years)

58

Strong Ordering Activity has Resulted in a ~70% Higher Orderbook vs 1H 2020

World merchant fleet's orderbook still low in relative terms – represents 11.9% of current fleet



Source: Clarksons Research – in million compensated gross tons (CGT)

CLARKSONS

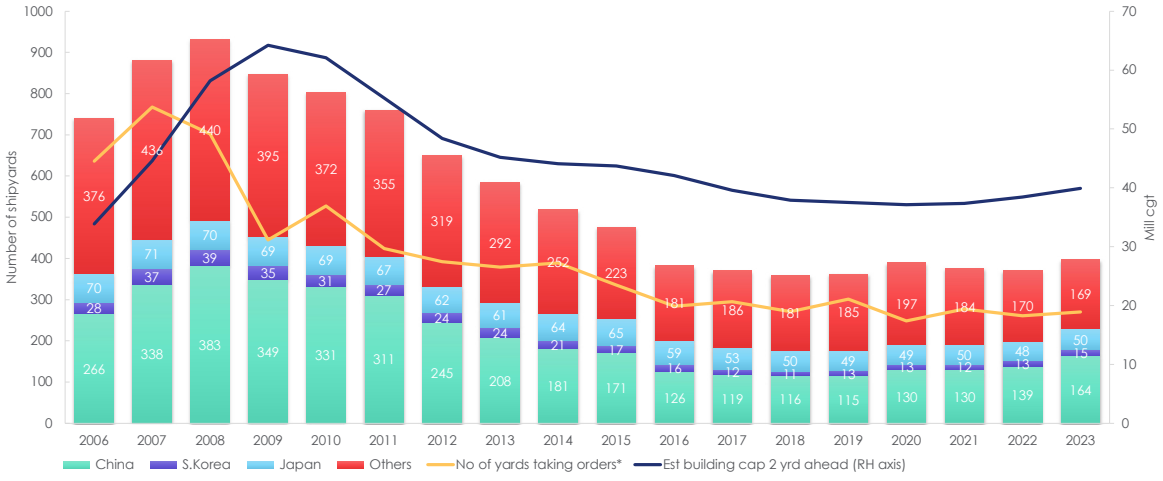
RoRo-RoPax Market | By Jørn Bakkelund
Prepared for Sjøfartens dag | 23. Mai 2024

59

59

Shipbuilding Capacity Reduced by ~40% Since the Peak in 2009

… and the number of shipyards with ships on order is reduced by ~60%



Source: Clarksons

*No. yards taking an order for at least one vessel of 1,000 GT or above

CLARKSONS

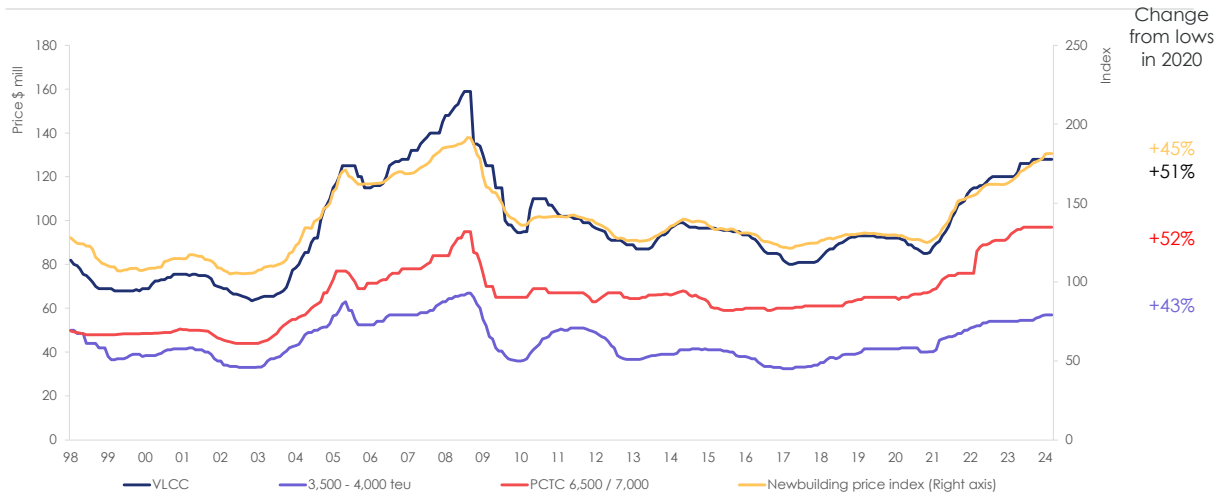
RoRo-RoPax Market | By Jørn Bakkelund
Prepared for Sjøfartens dag | 23. Mai 2024

60

60

Newbuilding Prices Have Surged on Market Tightness and Rise in Building Cost

Newbuilding prices follow same price trend for all ship types



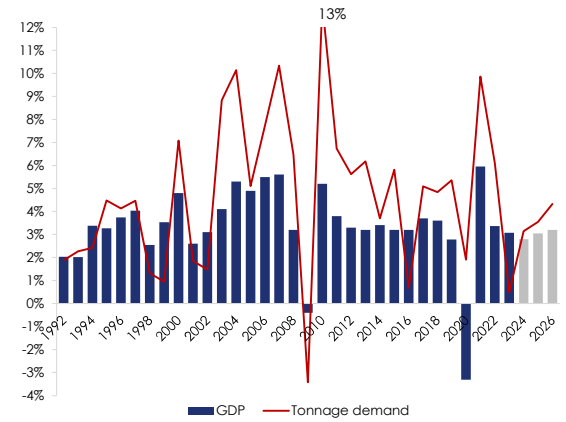
Source: Clarksons Research

61

Need for More Shipbulding Capacity; Cover Growth in Demand

Long-Term Tonnage Demand to Grow by 3% p.a.

World GDP growth and tonnage demand growth, 1992-2023



Source: Clarksons, Clarksons Research, IMF

World economic growth

GDP growth forecast:

- 2024: 2.9%
- 2025: 3.1%
- 2026-28: ~3.1% (IMF Apr-24)

Energy transition's effect on tonnage demand in the long run?

The IMF's 3.1% GDP growth p.a. in 2026-29 indicates tonnage demand growth of 3.7% p.a.

However, due to the Energy Transition and deglobalization, we assume tonnage demand growth of 3% p.a. 2026-2030

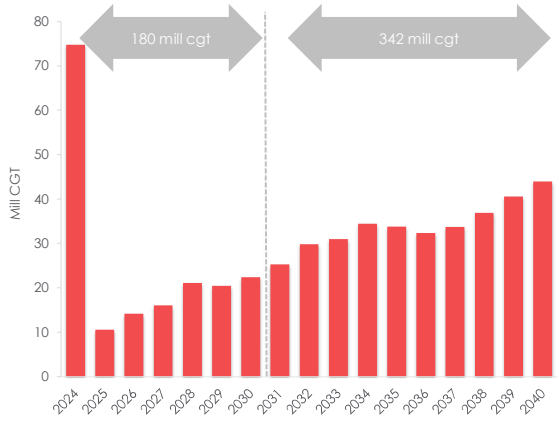
In order to cover a 3% growth in tonnage demand some 25 mill cgt p.a. must be delivered in the period 2026-2030

62

Need for More Shipbulding Capacity; Replace Old Tonnage

70% of current building capacity is needed to replace old tonnage by end of 2030

Tonnage reaching the end of its "natural" trading life



Need to replace tonnage by 2030

	mill cgt	% of fleet
Avg recycling age maintained to 2030	180	24%
Assume recycle 2024-2025	36	
Need to replace 2026-2030	145	
Per year 2026-2030	**29**	
EEXI/CII effect by 2030		
Est. effect on CII and age phase-out	321	~43%
If only 30% phase-out due to CII	224	~30%
Per year 2026-2030	38	

In addition to the above replacement need, shipyards must deliver on average ~25 mill cgt per year to cover an assumed 3% yearly growth in tonnage demand to 2030.

We estimate current shipbuilding capacity to ~40 mill cgt.

A need to increase shipbuilding capacity forward should keep an upward pressure on newbuilding prices

Source: Clarksons – includes all ships

63

Disclaimer

Clarksons Norway

- Important Information
- The material and the information (including, without limitation, any future rates) contained herein (together, the "Information") are provided by Clarksons Norway AS ("Clarksons Norway") for general information purposes. The Information is based solely on publicly available information and is drawn from Clarksons Norway's database and other sources. Clarksons Norway advises that: (i) any Information extracted from Clarksons Norway's database is derived from estimates or subjective judgments; (ii) any Information extracted from the databases or information services of other maritime data collection agencies may differ from the Information extracted from Clarksons' database; (iii) whilst Clarksons Norway has taken reasonable care in the compilation of the Information and believes it to be accurate and correct, data compilation is subject to limited audit and validation procedures and may accordingly contain errors; (iv) the provision of the Information does not obviate any need to make appropriate further enquiries; (v) the provision of the Information is not an endorsement of any commercial policies and/or any conclusions by Clarksons Norway and its 'connected persons', and is not intended to recommend any decision by the recipient; (vi) shipping is a variable and cyclical business and any forecasting concerning it may not be accurate. The Information is provided on "as is" and "as available" basis. Clarksons Norway and its affiliates make no representations or warranties of any kind, express or implied about the completeness, accuracy, reliability, suitability or availability with respect to the Information. Any reliance placed on such Information is therefore strictly at the recipient's own risk.
- The opinions and estimates contained herein represent the view and judgment as of the dates specified (and in absence of such, as of the date of the report), and are subject to change without notice. Delivery of this report shall not create any implication that Clarksons Norway assumes any obligation to update or correct the Information.
- This Information is confidential and is solely for the internal use of the recipient. Neither the whole nor any part of the Information may be disclosed to, or used or relied upon by, any other person or used for any other purpose without the prior written consent of Clarksons Norway. Especially, the information is not to be used in any document for the purposes of raising finance whether by way of debt or equity. All intellectual property rights are fully reserved by Clarksons Norway, its 'connected persons' and/or its licensors.
- To the extent permitted by law, Clarksons Norway and its affiliates shall not be liable to the recipient or any third party for any loss, liability or damage, cost or expense including without limitation, direct, indirect, consequential loss or damage, any loss of profit, loss of use, loss of or interruption in business, loss of goodwill, loss of data arising out of, or in connection with, the use of and the reliance on the Information whether in contract, tort, negligence, bailment, breach of statutory duty or otherwise, even if foreseeable. These exclusions do not apply to the liability of Clarksons Norway and its 'connected persons' for fraud or fraudulent misrepresentation.
- In this disclaimer affiliates means, in relation to Clarksons Norway, its ultimate holding company Clarkson PLC, subsidiaries and subsidiary undertakings and the respective directors, officers, employees and agents of each of them.
- This disclaimer and any disputes related to the Information shall be governed by and construed in accordance with Norwegian law.

64

Suomen Varustamot
Rederierna i Finland
Finnish Shipowners' Association

65

Nordkompass Safety Award

66

NORDKOMPASS – Nordisk Kommitté för Passagerarfartyg

THE NORDIC COMMITTEE for Passenger ships – NORDKOMPASS – was established in 1991, as a co-operation between the shipowners' associations of the Nordic Countries and the major Nordic passenger ship companies.

SHIPOWNERS OF THE Northern European countries have been leading the development of, not only the ro-ro passenger concept as such, but also the development of relevant safety standards for this fleet. Consequently, the knowledge base within the Northern European region from construction and operation of ro-ro passenger ships must be considered as substantial. There is obviously very good reasons for all parties to cooperate on the safety area, all in the interest of enhancement of the safety onboard RoRo Passenger ships.

IN THE SPIRIT of openness and transparent discussions NORDKOMPASS members has shared important safety information among each other and thereby contributed to a safer industry and safer transportation for the passengers.

THE PRESIDENCY of NORDKOMPASS circulates between Norway, Denmark, Finland and Sweden.

67

NORDKOMPASS Safety Award 2024

Lena Brandt, DFDS

Lena combines serving on board as a deck officer, participation in research projects, and carries out practical fire training efforts in the company's fleet.

Lena is very dedicated to the issue of fire safety, is generous to discuss and share her insights, even outside her own organization, and connects the latest achievements with practical activities on board. This is of great value, both for crew and in safety development projects in which she participates.

For example, Lena has made important contributions to the LASHFIRE and ELBAS projects and is also involved in several future initiatives.

68

Mats Perämaa
Minister of Finance

Ålands landskapsregering

69

Welcome back

Mercy Ships Race
Wednesday 21 May 2025

The Maritime Day
Thursday 22 May 2025

ålands sjöfart · Ålands landskapsregering · ALANDIA · DNV · WÄRTSILÄ

70