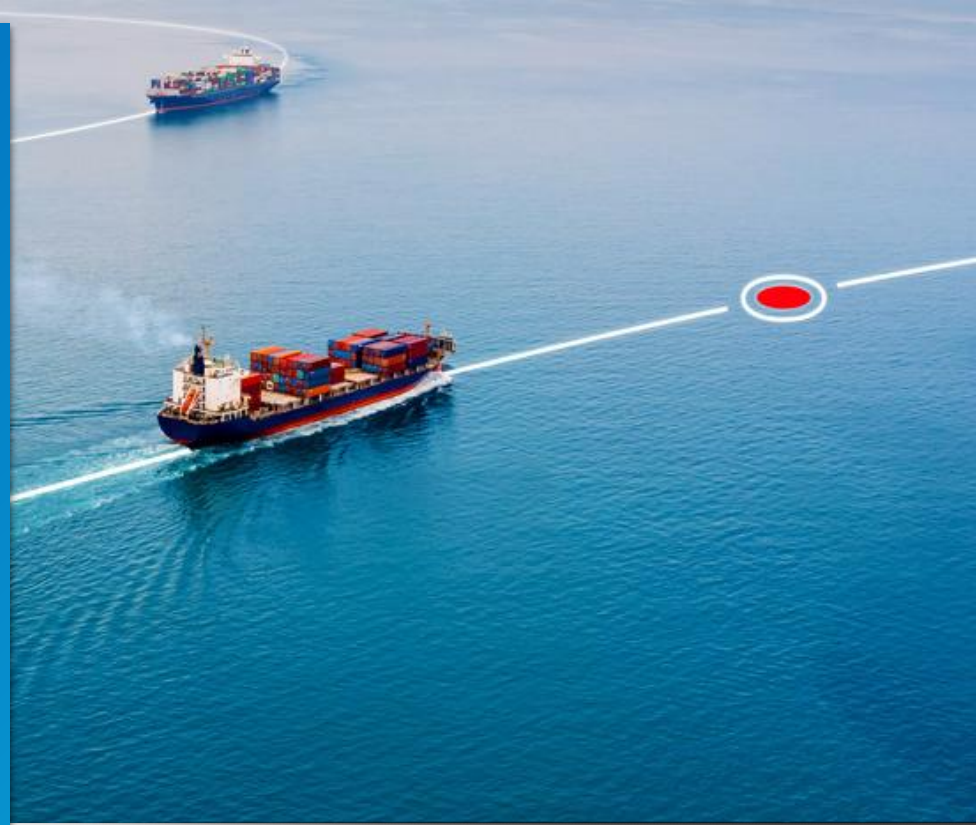


White Paper

How Can Maritime OEM Companies Effectively Navigate Geopolitical Shifts And Decarbonization Divide?

April 2025



About SprintlyWorks

About



SPRINTS-AS-A-SERVICE

Answer Big Questions &
Deliver Sustainable Impacts

Visit Our Website



- Established in 2018
- Headquartered in Helsinki
- Headcount: 15
- 100+ projects delivered

We advise top management across industries...

Industrials	Metals & Mining	Chemicals
Healthcare	Oil & Gas	Automotive
Consumer Goods	Pulp & Paper	Utilities

...on most pressing & complex problems in:

Manufacturing	Corporate Finance & Strategy
Supply Chain	People & Organisation
AI & Technology	Business Development
Operations	Sustainability

Recognition & Awards



Featured on World Economic Forum for being a trailblazer in Future of Work



One of The Top 8% Achievers in 2024 ranked by Kauppalehti – Finland's largest economic publication

★ Customers appreciate our impact



“ The work of the team was important in increasing the level of awareness and urgency on the selected subject internally.

Director, ABB



kemira

“ I have to say that from quality perspective team exceeded all targets. Fast, intense – “Sprint Manner” way of working showed well its power.

Senior Vice President, Kemira

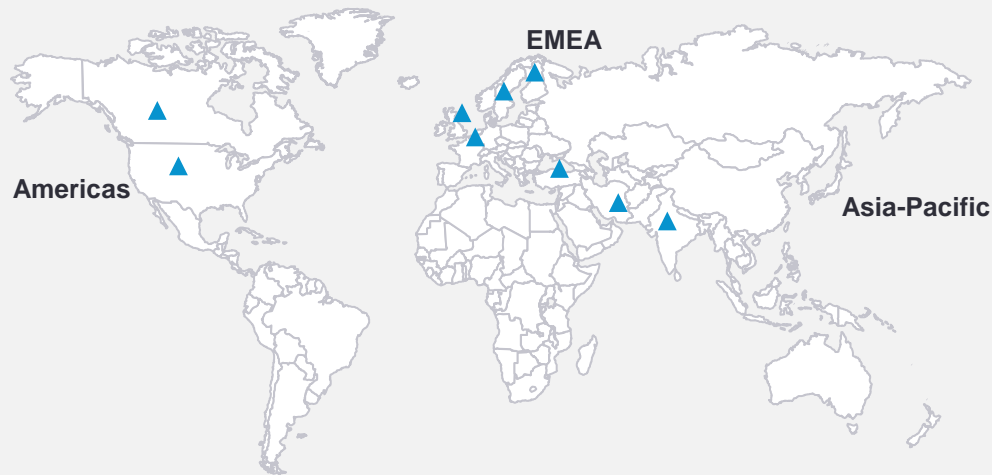


“ I have completed 23 years in the industry and I'm not that easily impressed but I must say astonished by the result you have here.

Director Strategic Innovation, Toyota - Material Handling

We have 50+ country research experience, with sector knowledge in Chemical, Industrial Equipment, Paper & Pulp to name a few

- Deep geographic coverage, we have conducted market interviews in 50+ countries namely.
 - **Americas** – US, Canada
 - **Asia** – India, UAE
 - **EMEA** – Finland, Sweden, UK, Germany
- This help customers in building comprehensive knowledge of their business worldwide with strategic decision-making.



Our Notable Customers:



Team to lead, supervise, and drive the project

Partner



Rahul Abhisek

- **Background:** MSc Business and Design from Aalto University, Finland
- **Notable references:** Bill & Melinda Gates Foundation, Kemira, ABB, GE, Stora Enso, UPM

Director



Tuomas Marttila

- **Background:** MBA from IMD
- **Previous experience:** Bain & Company and private equity across multiple industries, with a focus on industrial goods and services and energy.

Senior Consultant



Quy Pham

- **Background:** MSc. in Finance & CEMS from Aalto University
- **Previous experience:** Lead and delivered 30+ projects across multiple industries, like Energy, Pulp & Paper, Consumer Goods

Consultant



Jongsuk Hyun

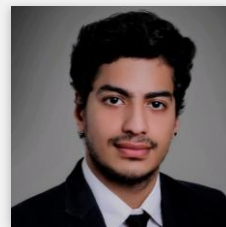
- **Background:** MSc. in Management from London Business School
- **Previous experience:** Lead & delivered 10+ projects across a variety of sectors, like Chemical, Industrial Equipment and Food & Beverage

Knowledge Analysts



Lam Nguyen

- **Background:** BA, Economics at Foreign Trade University of Vietnam
- **Previous experience:** Designed market strategies & opportunity diagnosis in APAC region for 10+ European clients



Nanak Moolchandani

- **Background:** BCom Honors at Delhi University
- **Previous Experience:** Led & executed more than 20+ projects for clients across Sustainability, FMCG, Digitalization in EMEA and APAC



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Available associates for 2025

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Stockholm School of Economics



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MSc in Finance and Economics
London School of Economics



Haytham
MSc in Strategic Management
HEC Paris

Experiences



2000+
Talents...

Situation

- The global maritime OEM landscape is undergoing rapid transformation, influenced by various factors including geopolitics trends, decarbonization shifting focus, etc.
- Due to geopolitical landscape, maritime players are prone to localization pressure from certain countries, namely China, U.S., India, and Japan.
- Coupled with U.S. officially withdrawing their commitment to the Paris Agreement, maritime players are now deterred from achieving their initial net-zero goals.
- Facing these disruptions, maritime OEMs are under pressure to adapt to evolving customer expectations & industry dynamics
- Staying competitive requires access to up-to-date market intelligence and high-impact strategic initiatives to adapt operations within the local markets

Objectives

- 1 Identify & deep-dive on 2 emerging industry dynamics of global maritime market
 - Geopolitical Shifts
 - Moving Away From Decarbonization
- 2 Define strategic initiatives aligned with industry transformation and sustainability imperatives

SprintlyWorks aimed to answer the following questions in the pre-study:

1

How to navigate geopolitical shifts while maintaining a presence in local markets?

2

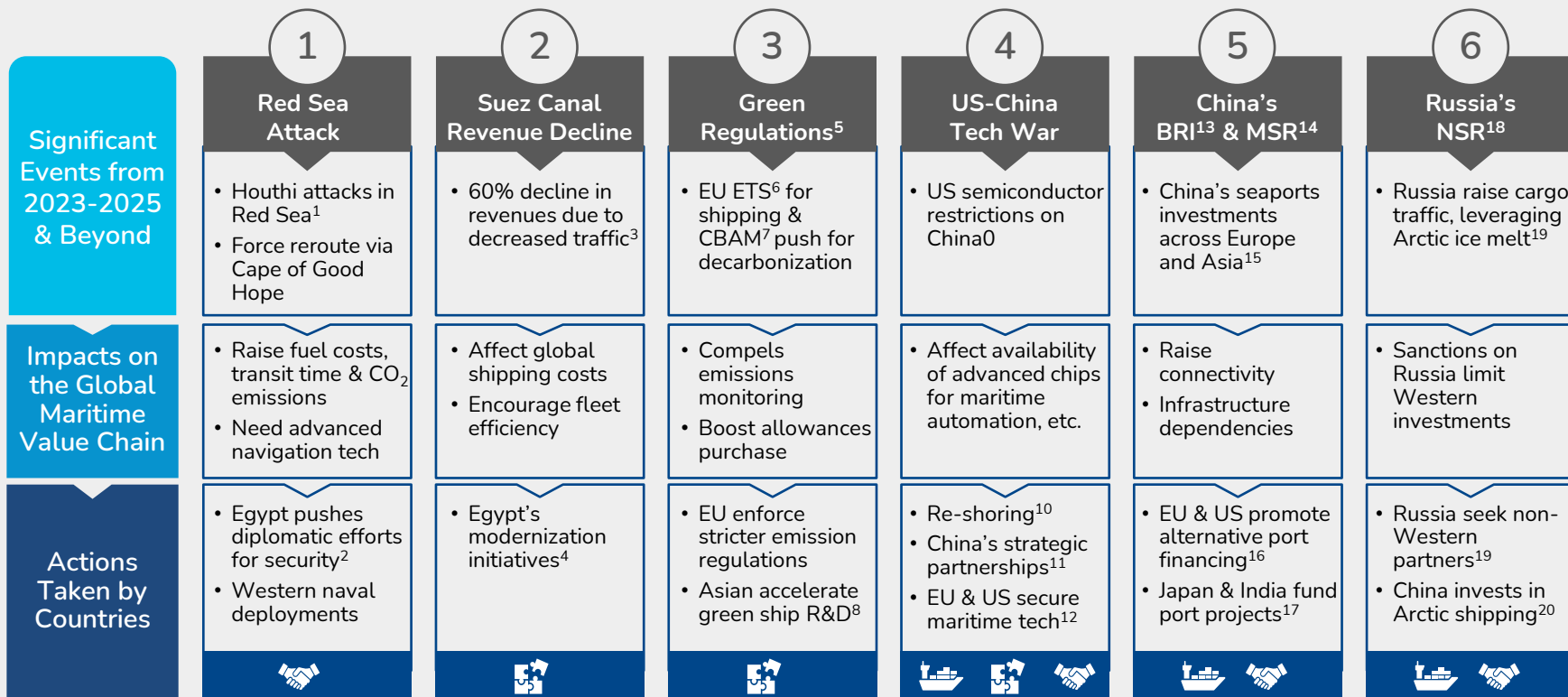
What is the winning playbook for OEM partners to serve maritime customers as net-zero goals for 2030 and 2050 seem increasingly difficult to meet?

Industry Dynamics

Geopolitical Shifts
















Geopolitical events are driving localization, innovation & alliance in the global maritime industry

 Localization  Innovation  Alliance








Source & Note: 1. [Acuity Knowledge Partners](#); 2. [Reuters](#); 3. [Freight Waves](#); 4. [Ahram Online](#); 5. [European Commission](#); 6. ETS = Emissions Trading System; 7. CBAM = Carbon Border Adjustment Mechanism; 8. [European Commission](#); 9. [CSIS](#); 10. [The Nation](#); 11. [War on The Rocks](#); 12. [European Parliament](#); 13. BRI = Belt and Road Initiative; 14. MSR = Maritime Silk Road; 15. [Port Economics](#); 16. [ISPI](#); 17. [Japan Forward](#); 18. NSR = Northern Sea Route; 19. [ISPI](#); 20. [Baird Maritime](#)

China grants significant support to local maritime firms, among other nations, to achieve its self-reliance vision

Country	Deep-dive in next slides					Switzerland	Germany
	China 	U.S.A 	Japan 	India 	Saudi Arabia 		
Extent of Autonomy Efforts							
Localization Activities	<ul style="list-style-type: none">• Subsidize local firms¹• Tighten data regulations for foreign firms²• Encourage foreign firms³ to transfer IP⁴• Build infra. & export tech⁵	<ul style="list-style-type: none">• Prioritize local firms for maritime defense tech⁶• Clean energy incentives for local firms⁷• Reshore manufacturing⁸	<ul style="list-style-type: none">• Enhance domestic maritime security⁹• Support local shipbuilders¹⁰• Boost local maritime electrification¹¹• Develop local green fuels¹²	<ul style="list-style-type: none">• Encourage local & foreign firms' partnership¹³• Enhance shipbuilding capacity¹⁴• Develop port infra¹⁵• Support domestic shipyards¹⁶	<ul style="list-style-type: none">• Develop domestic maritime capabilities¹⁷• Invest in port dev.¹⁸• Develop domestic shipyards¹⁹	<ul style="list-style-type: none">• Support innovation & sustainability²⁰• Foster collaborations among government, universities, & private sector²¹	<ul style="list-style-type: none">• Accelerate green technology²²
Maritime OEM Players							

Source & Note: 1. [CSIS](#); 2. [Thomson Reuters](#); 3. [Institute for China Studies](#); 4. IP = Intellectual Properties; 5. [CSIS](#); 6. [U.S DOD](#); 7. [Unsustainable](#); 8. [Asia Times](#); 9. [Discuss Japan](#); 10. [MLIT](#); 11. [The Switch](#); 12. [Future Fuels](#); 13. [Reuters](#); 14. [Eurasian Times](#); 15. [Reuters](#); 16. [Offshore Energy](#); 17. [Gulfif](#); 18. [Economist Intelligence](#); 19. [Cruise Arabia & Africa](#); 20. [Federal Council](#); 21. [SWI](#); 22. [Offshore Energy](#)

Countries offer notable incentives & supports for local players...

Country	China	U.S.A	Japan	India	Saudi Arabia
					
Incentives & Support for Local Players	<ul style="list-style-type: none"> 1.6 trillion USD in Gov.¹ Guidance Funds for tech and industrial upgrades² Heavy inv. in smart ports, green ships, & auto tech³ 	<ul style="list-style-type: none"> Mandates U.S.-built, -owned, & -crewed ships for domestic trade⁴ Fees on Chinese-built vessels⁵ 	<ul style="list-style-type: none"> 40% depr.⁶ and 4% tax cut on machinery and capital investment in maritime zones⁷ R&D and regional revitalization incentives for ship-building 	<ul style="list-style-type: none"> 3 bil. USD Maritime Dev. Fund⁸ 900 bil. USD inv. in maritime by 2047⁹ Subsidy¹⁰ under SFAP¹¹ 2.0 10-year customs duty cut¹² Infra. status for large vessels¹³ 	<ul style="list-style-type: none"> 2.4 bil. loans for maritime sectors¹⁴ 6.7 bil. nv. in maritime infra¹⁵ SEZ incentives¹⁶ Raise local content to 70%¹⁷

Source & Note: 1. Gov. = Government; 2. [Reuters](#); 3. Auto Tech = Automation Technology; 4. [U.S. Customs and Border Protection](#); 5. [Holland & Knight](#); 6. Depr. = Depreciation; 7. [Jetro](#); 8. [plndia](#); 9. [India Shipping News](#); 10. [Ministry of Ports, Shipping and Waterways](#); 11. SFAP = Shipbuilding Financial Assistance Policy; 12. [Ministry of Ports, Shipping and Waterways](#); 13. [Ministry of Finance](#); 14. [Hellenic Shipping News](#); 15. [Global Trade Alert](#); 16. [Leaders](#); 17. [Business Wire](#); 18. [Global Trade Alert](#)

...pushing global companies to localize

Deep-dive



Local Partnership



National Plan Commitment



Subsidiary Setups



Acquisitions

Foreign firms partner with local firms and commit to the localization national masterplan to strengthen market position

Strategic Initiatives	Partnership with Local Firms			Commitment to National Localization Masterplan	
Market	China 🇨🇳	China 🇨🇳	India 🇮🇳	Saudi Arabia 🇸🇦	China 🇨🇳
Foreign Firm	Wärtsilä	Siemens SIEMENS	Rolls-Royce RR	Wärtsilä	Siemens SIEMENS
Best Practice	<ul style="list-style-type: none"> Set up JV¹ with China State Shipbuilding Corporation (CSSC)² JV focus on advanced E&A³ solutions in maritime sector⁴ JV support growing cruise industry⁵ Knowledge exchange 	<ul style="list-style-type: none"> Set up JV with Shanghai Electric Group⁷ JV focus on wind power, medical tech, smart energy, etc.⁸ Tech transfer while retain upstream innovation⁹ 	<ul style="list-style-type: none"> Partner with GRSE in governmental ships projects¹⁰ Partner with GSL in naval vessels construction¹¹ Transfer tech¹² Foster local manufacturing 	<ul style="list-style-type: none"> Support SA¹³'s Vision 2030¹⁴ Supply engineering, equipment, and tech advisory services for gold mine¹⁵ Supply and install self-generating power plants¹⁶ 	<ul style="list-style-type: none"> Engage with China's BRI¹⁷ Established dedicated BRI office in Beijing¹⁸ Create digital ecosystem¹⁹ Support infra development¹⁹
Core Success for Foreign Firm	<ul style="list-style-type: none"> Obtain agreements with major Chinese shipyards⁶ Expand market reach in China 	<ul style="list-style-type: none"> Legally operate in strategic sectors Access to local capabilities supported by government 	<ul style="list-style-type: none"> Enhance footprint in defense sector 	<ul style="list-style-type: none"> Integrate into renewable energy Enter infra., mining, and industrial sectors 	<ul style="list-style-type: none"> Gain access to new markets in SEA, Africa, & Middle East Gain long-term BRI projects contracts

China lays out a strong 25-year blueprint to achieve self-reliant manufacturing power...



...by committing to following focus actions



Grant financial incentives and R&D support for local firms⁴



Invest heavily on smart tech, automations, green shipping, etc.⁵



Close capabilities gap between local with foreign players



Build solid foundation of self-reliance to expand globally

China's local players is emerging as the competitor to EU OEMs in green maritime solutions at the global scale













The U.S. regulations push foreign firms to localize operations, otherwise they will miss sales opportunities

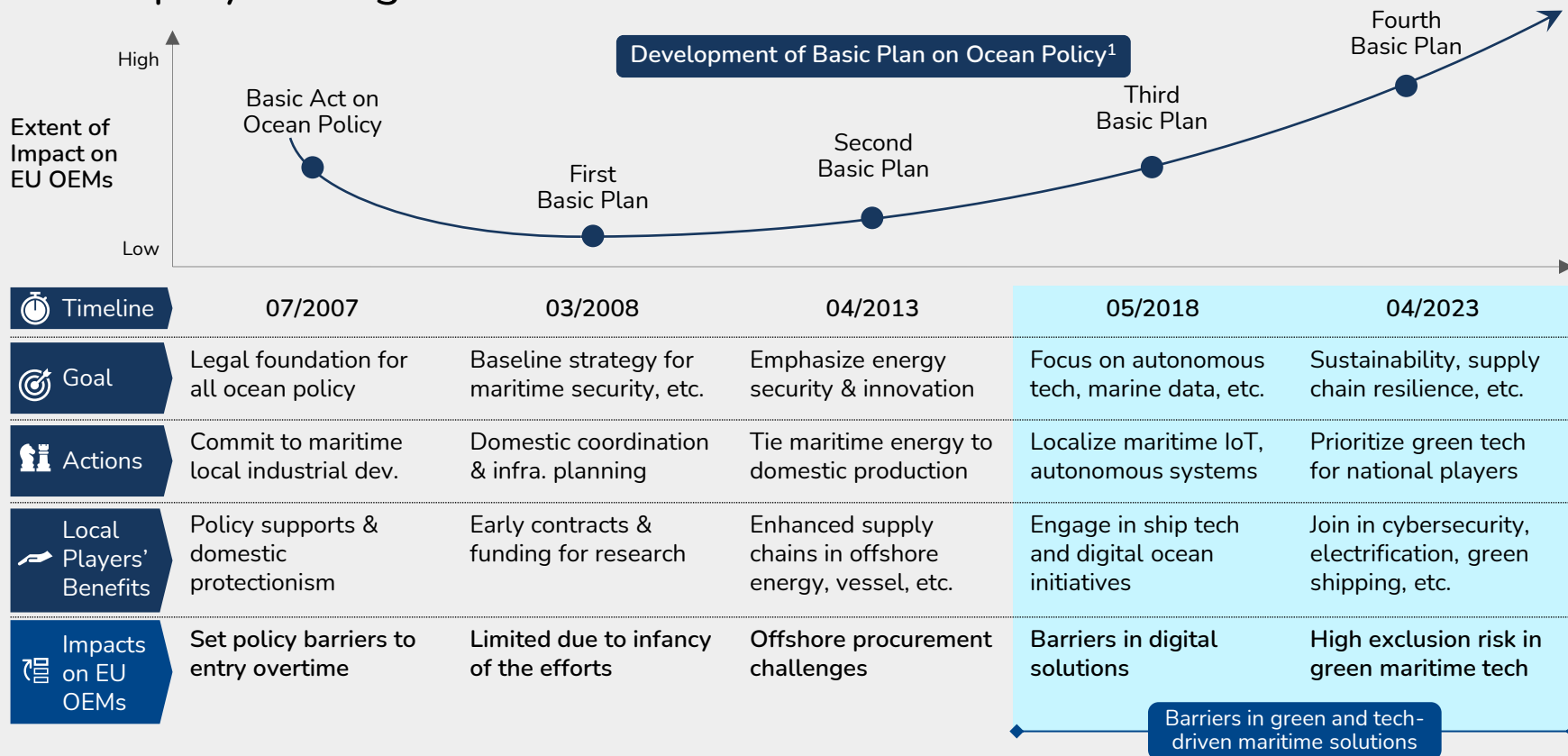
							★ Push for Localized Operations
Regulations & Initiatives	Timeline	Localization Activities	Budget & Funding	Local Firms' Benefits	Impact on Foreign OEMs	Impact Degree on EU Firms	
Jones Act ¹	Since 1920 (ongoing)	Requires 100% U.S. ships for domestic trade	Non-applicable	Domestic protectionism	Excludes non-U.S. system integrators	● High	Cannot directly sell to ships
Buy American Act (maritime application) ²	Ongoing	60% components federal use are U.S.-made ³	Non-applicable	Secures public contracts for U.S.-based firms	Disqualifies non-local systems	● High	Localize or face exclusion
Defense Production Act Shipbuilding Support ⁴	Since 2020	U.S.-only grants for shipbuilding innovation and supply chains	Dual-use tech, workforce in the U.S (12 bil. USD in '24-'28) ⁵	Fast-tracks domestic capacity	Excluded from grant access, IP funding, tech partnerships	● Medium	Cannot access funds
SHIPS for America Act ⁶	Introduced Dec-2024	25-40.5% inv. ⁷ tax credits for U.S. shipbuilding	Innovation office, tax breaks, etc.	Eases capital and labor costs	Likely limit foreign systems	● Medium	Future barrier to entry
Proposed Executive Order (Trump) ⁸	Announced Mar 2025	Tariffs on Chinese ships, production localization	Pending	Domestic protectionism	Raises imported components cost	● Medium	Pressure to localize

Source & Note: 1. [U.S. Customs and Border Protection](#); 2. [Federal Register](#); 3. The current regulations put the threshold at 60%; in 2029, it will move to 75% ([Merit Brass](#)); 4. [U.S. DOD](#); 5. [GAO](#); 6. [The National Law Review](#); 7. Inv. = Investment; 8. [Reuters](#)
















EU OEM players localize operations in the U.S. via subsidiary setups, strategic acquisitions, or local partnerships

Strategic Initiatives	Core Drivers	Case Studies		
		EU OEM Firm	Original Country	Strategy & Implementation
Subsidiary Setups	<ul style="list-style-type: none"> Adhere to localization requirements Improves credibility with federal customers Join in significant projects 	 Wärtsilä ¹		<ul style="list-style-type: none"> Expand to 8 regional locations Provide solutions for U.S. government vessels
		 MAN Energy ²		<ul style="list-style-type: none"> Develop comprehensive U.S. service hubs Headquarter in Texas
Strategic Acquisition	<ul style="list-style-type: none"> Adhere to localization requirements Access to ecosystem Access to specialized tech, compliance, etc. 	 Kongsberg Gruppen ³		<ul style="list-style-type: none"> Acquire Rolls-Royce Commercial Marine including its U.S. operations
		 PALFINGER R Marine ⁴		<ul style="list-style-type: none"> Acquire Ned-Deck Marine incl. U.S. operations Acquire Fast RSQ, a boat manufacturer
Local Partnership	<ul style="list-style-type: none"> Meet local content requirements indirectly Co-develop products 	 Siemens ⁵		<ul style="list-style-type: none"> Partner with U.S. shipbuilders & shipyards Provide solutions for U.S. navy ships and commercial vessels

Japan's 'Basic Plan On Ocean Policy' create bureaucratic barriers for EU OEMs players in green and tech-driven maritime solutions



India intensifies cost and localization pressure on foreign OEMs by offering financial subsidy and tax incentives for localized entities

 Regulations & Initiatives	 Timeline	 Incentives	 Impacts on Maritime Players	 Pressure on Foreign OEMs
Public Procurement (Make in India) Order ¹	Introduced in 2017	Priority for gov. ² contracts	<ul style="list-style-type: none"> • Prioritize contracts for local OEMs • Foreign OEMs produce locally to qualify 	<div> Cost</div> <div> Localization</div>
Shipbuilding Financial Assistance Policy ³	Conducted in 2016-2026, to be extended	15–20% subsidy on ship contracts	<ul style="list-style-type: none"> • Cost-competitive Indian shipyards more • Foreign OEMs excluded unless localized 	<div> Cost</div> <div> Localization</div>
Tax Exemption for Shipbuilding Inputs ⁴	Extended in 2024 Union Budget	10-year import duties exemption	<ul style="list-style-type: none"> • Reduces production cost for Indian firms and yards 	<div> Cost</div>
Infrastructure Status for Shipyards ⁵	Announced in 2024 Maritime Vision	Grant infra. financing	<ul style="list-style-type: none"> • Financing & tax benefits for local yards 	<div> Cost</div>
Maritime Development Fund (MDF) ⁶	Announced in 2024 Union Budget	3 bil. USD long-term loan fund	<ul style="list-style-type: none"> • Low-cost capital for local firms • Foreign OEMs face capital disadvantage without local setup 	<div> Cost</div> <div> Localization</div>
Proposed PLI Scheme for Components ⁷	Expected 2025-2026	Performance-based incentives	<ul style="list-style-type: none"> • Direct cash benefits for local OEMs • Crowd out foreign OEMs if not localize 	<div> Cost</div> <div> Localization</div>

Saudi Arabia foster foreign OEMs to partner with local firms and set up local operations by offering incentives to only localized entities

National Programs

Push Foreign OEMs for Local Partnership



King Salman International Complex¹

- Announce 2016, operate from 2019
- Establish an integrated maritime complex
- Provides infra., job, etc. for local firms
- Foreign OEMs need JVs to access opportunities



International Maritime Industries (IMI)²

- Establish 2017, operate from 2019
- Localize ship-building & maritime engineering
- Technology transfer, etc. for local firms
- Push foreign OEMs to integrate into local supply chains



Ras Al-Khair Special Economic Zone (SEZ)³

- Launch Apr 2023
- Develop localized shipbuilding and maritime logistics hub
- 0% tax incentives for local players
- Foreign OEMs must invest locally to qualify for benefits



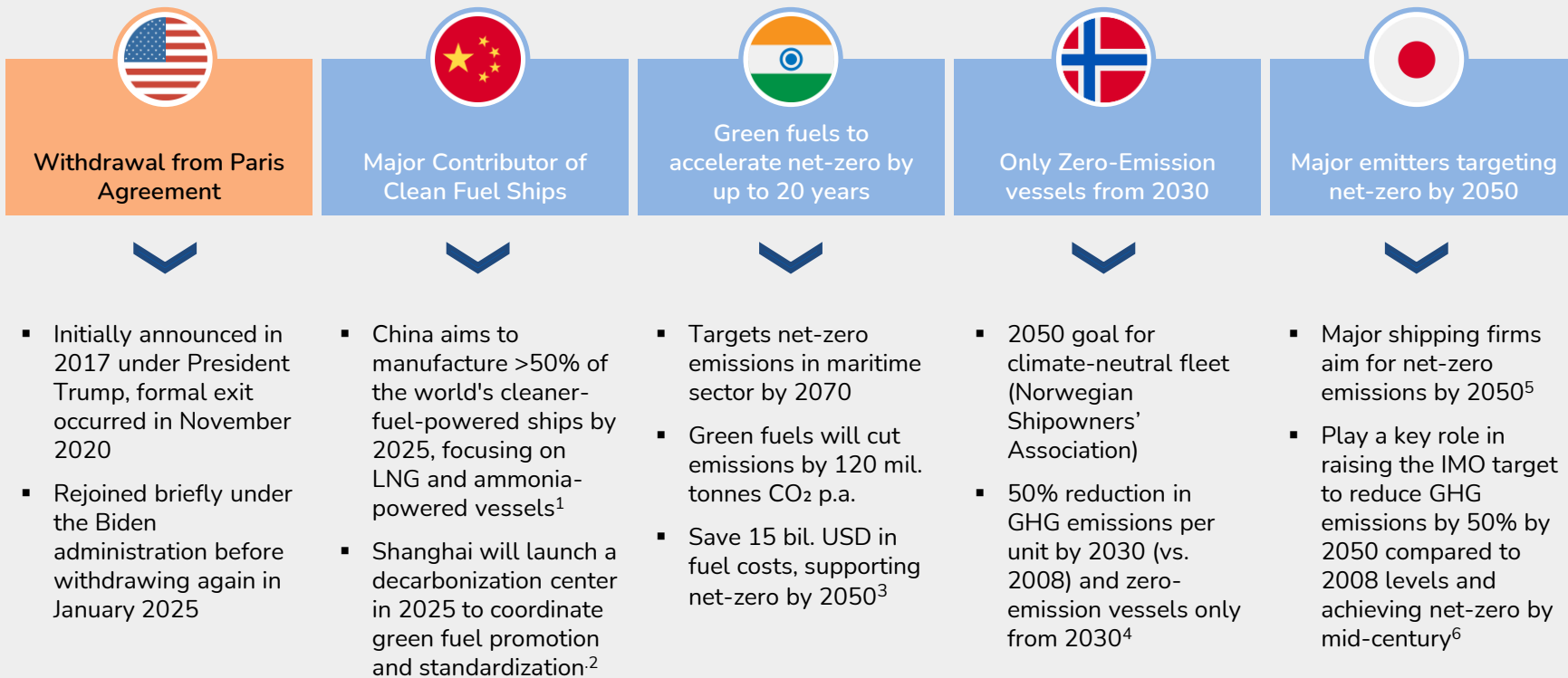
In-Kingdom Total Value Add (IKTVA)⁴

- Launch 2015
- Raise local content in supply chain to 70%
- Prioritizes local manufacturing & services in procurement
- Foreign OEMs pressured to localize or risk losing projects

Industry Dynamics

Moving Away From Decarbonization

Latest Advancements | U.S. pivots from climate focus, a reversal of global direction while other nations are still committed to net-zero goal





Maritime sector; with ~3% GHG emissions, depends on IMO to achieve its net-zero target, but US decision may hinder this growth

US Announcement: Withdrawal from Paris Agreement

PUTTING AMERICA FIRST IN INTERNATIONAL ENVIRONMENTAL AGREEMENTS

The White House | January 20, 2025

US withdrawal from the Paris Climate Agreement and from the WHO

At a Glance – 05-02-2025

On the first day in office of his second term, US President Donald Trump signed a number of executive orders (EOs), including EOs withdrawing the US from the Paris Agreement on climate change and the World Health Organization (WHO). The Council and the Commission will make statements on the withdrawals during Parliament's February plenary session.

Impacts on global decarbonization



Reduced Global Momentum
Weakens international climate action, slowing progress



Weakened Policy Alignment:
Hindered adoption of IMO compliant measures

IMO's decarbonisation goals from



2030

- 40% CO₂ reduction per transport work
- 5% uptake of zero-emission fuels
- 20% reduction of total annual GHG

2040

70% reduction
of the total
annual GHG

2050

Net-Zero GHG
emissions



US Maritime Industry still needs to comply with IMO's standards, however, withdrawal from Paris agreement, will have indirect impacts

IMPACT ON IMO'S GOAL

Independent Net-Zero Strategy

01

The IMO's 2023 Revised GHG Strategy targets net-zero emissions by ~2050 with interim goals, [operating independently of the Paris Agreement](#)—so a U.S. withdrawal doesn't directly impact its trajectory



Proven Resilience

02

During the 2017–2020 U.S. withdrawal, the [IMO stayed committed](#), adopted the Initial GHG Strategy, and [continued U.S. involvement via *MEPC](#)—similar continuity is expected in 2025



U.S. Domestic Response (2017)

03

Despite the federal withdrawal attempt, [30 U.S. states](#) and numerous cities [pledged to continue supporting Paris Agreement goals](#)



IMPACT ON US MARITIME INDUSTRY



Investment Slowdown

Lack of federal support



Global Perception

Weak U.S. climate commitment






Industry Pressures

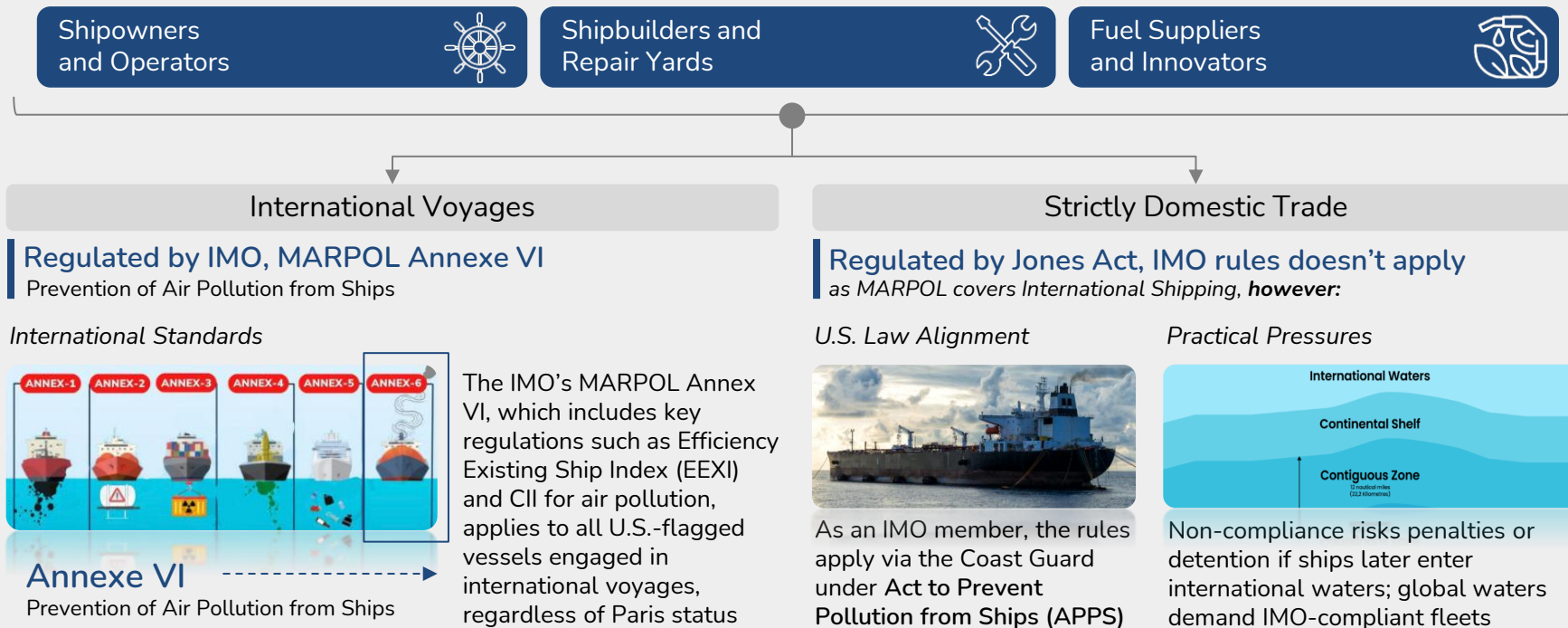
Face higher costs to meet IMO targets



Lack of government support and federal subsidies in clean energy will raise costs, making it harder for companies to meet IMO standards

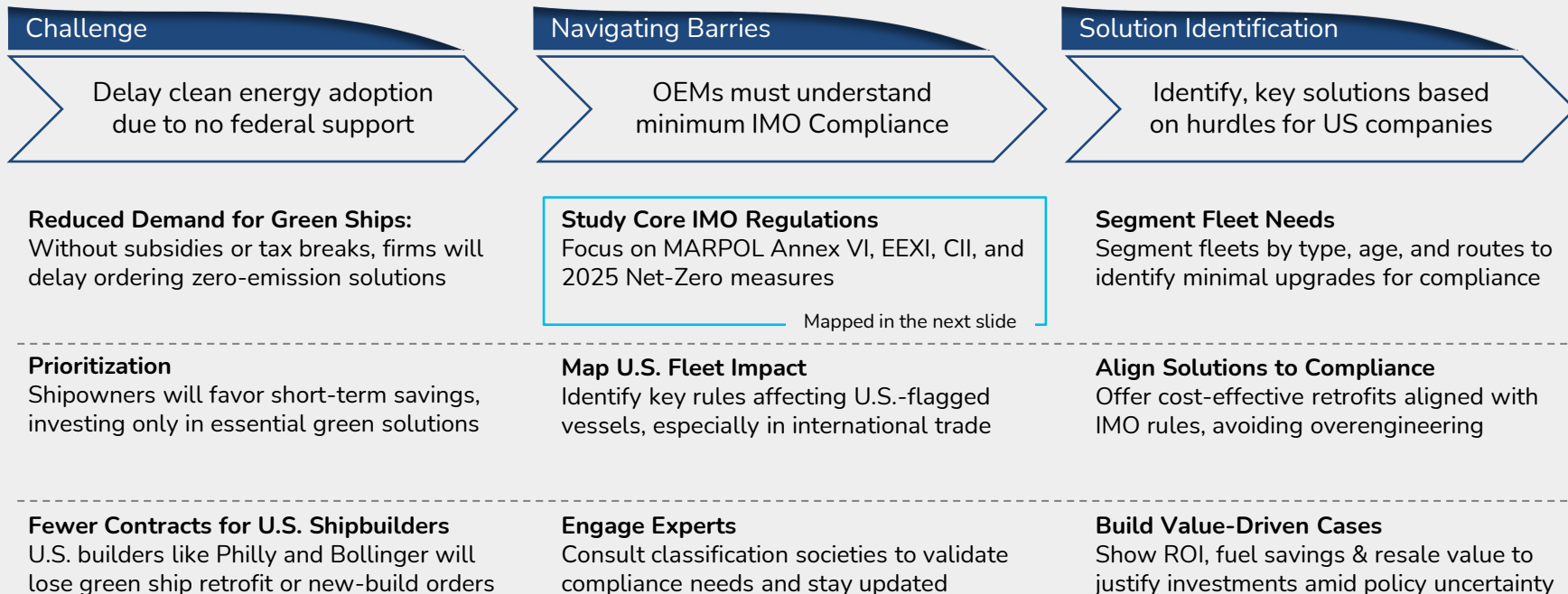
Main Focus Area for OEMs				
Key Stakeholders	Shipowners and Operators 	Shipbuilders and Repair Yards 	Fuel Suppliers and Innovators 	Port Authorities and Operators 
Impacts due to withdrawal from Paris Agreement	<ul style="list-style-type: none">Higher costs due to no federal subsidiesDomestic operators with limited capital will struggle to retrofit or upgrade fleetsGlobal firms will redirect green investments to countries offering stronger climate support	<ul style="list-style-type: none">Risk losing contracts for zero-emission vessels and retrofits as federal programs promoting clean energy are paused or defundedThis will widen the gap between U.S. and foreign shipyards in innovation and capacity	<ul style="list-style-type: none">Green fuel developers will see R&D and pilot projects stalled, while traditional fuel providers benefit temporarily from policy shifts favoring LNG or dieselThe long-term transition to alternative fuels will slow down	<ul style="list-style-type: none">Decarbonization plans (e.g., shore power, electrified equipment) will be delayed due to reduced federal grantsPorts in states with weak climate policy will fall behind global green standards and lose cargo to more sustainable hubs

Ships in the U.S., whether in international or domestic waters, will face challenges if not compliant with IMO standards





OEMs should offer cost-effective, minimum-compliance solutions, avoiding overengineering to help U.S. firms meet essential IMO standards





OEMs must assess key regulations impacting operations, and position themselves as tailored solution providers for U.S. ships

MARPOL, adopted by the IMO, is the main global treaty on maritime environmental standards, with six annexes targeting different types of ship pollution.

Annex I	Annex II	Annex III	Annex IV	Annex V	Annex VI- Prevention of Air Pollution from Ships
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Key Regulations			
	Energy Efficiency Existing Ship Index	Carbon Intensity Indicator (CII)	Future Goal-Based Fuel Standards
Description	Measures CO2 efficiency for existing ships (>400 GT), requiring a one-time efficiency baseline (20-30% improvement vs. 2013)	Tracks annual CO2 intensity (g CO2/ton-mile), with A-E ratings	Mandates low/zero-emission fuels (e.g., 5-10% zero-emission by 2030), adoption expected Oct 2025, effective ~2027
Requirements	Achieve EEXI target via technical upgrades or power limits, certified at first survey post-2023	<ul style="list-style-type: none">Continuous improvement (40% reduction vs. 2008 by 2030)Report 2024 CII data by 2025	Prepare for fuel transition aligning with 2030 GHG reduction (20-30% vs. 2008)
Solutions Required	<ul style="list-style-type: none">Engine Power Limitation (EPL) kitsHull optimization coatingsBasic propulsion upgrade modules	<ul style="list-style-type: none">Fuel efficiency retrofit kitsData monitoring sensorsBasic fleet management software	<ul style="list-style-type: none">Fuel transition planning toolsHydrogen/ammonia readiness modulesDual-fuel engine retrofits

OEMs must offset U.S. risks via retrofits, voluntary alliances, and scale clean energy solutions in active markets globally



European Union



Asian Market



USA



Innovation Leadership

- Invest in **R&D for IMO-compliant tech** (e.g., hydrogen fuel systems)
- Partner with EU shipbuilders to **integrate zero-emission solutions** into fleets



Strategic Partnerships

- Collaborate with Asian shipyards** to co-develop low-emission vessels
- Form JV's with local OEMs** to penetrate high-growth markets like China's net-zero push



Market Adaptation

- Develop **modular, cost-effective solutions** to appeal to U.S. firms despite Paris withdrawal
- Focus on **voluntary decarbonization adopters** (e.g., California ports, private fleets)



Policy Alignment

- Align product portfolios with **EU Green Deal incentives** (e.g., carbon pricing, etc.)
- Align with rules and policies that create more demand for advanced OEM tech



Supply Chain Optimization

- Establish **regional manufacturing hubs** to reduce costs and meet local demand
- Secure **raw materials** (e.g., batteries, rare earths) through **Asian supply chain agreements**



Risk Mitigation

- Diversify U.S. exposure by prioritizing EU/Asia contracts over uncertain U.S. demand
- Monitor state policies** (e.g., Northeast clean energy initiatives) for **niche opportunities**



Market Expansion

- Focus on ports like Rotterdam that are going green & offer them **retrofit solutions**
- Help older ships meet new standards **without needing full replacements**



Competitive Positioning

- Differentiate with superior tech** (e.g., energy-efficient engines) against lower-cost competitor
- Target Japan/South Korea's** maritime innovation hubs with **premium offerings**



Long-Term Engagement

- Build **relationships with U.S. maritime stakeholders** to influence future policy shifts
- Offer **retrofit kits for aging U.S. fleets** to bridge to cleaner tech adoption

Contact Us

SprintlyWorks[©]

Faster Progress on Strategic Topics

“ Same project internally would have been taken 4-6 months calendar time when running it beside all the other tasks ”

Let's be in touch!

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