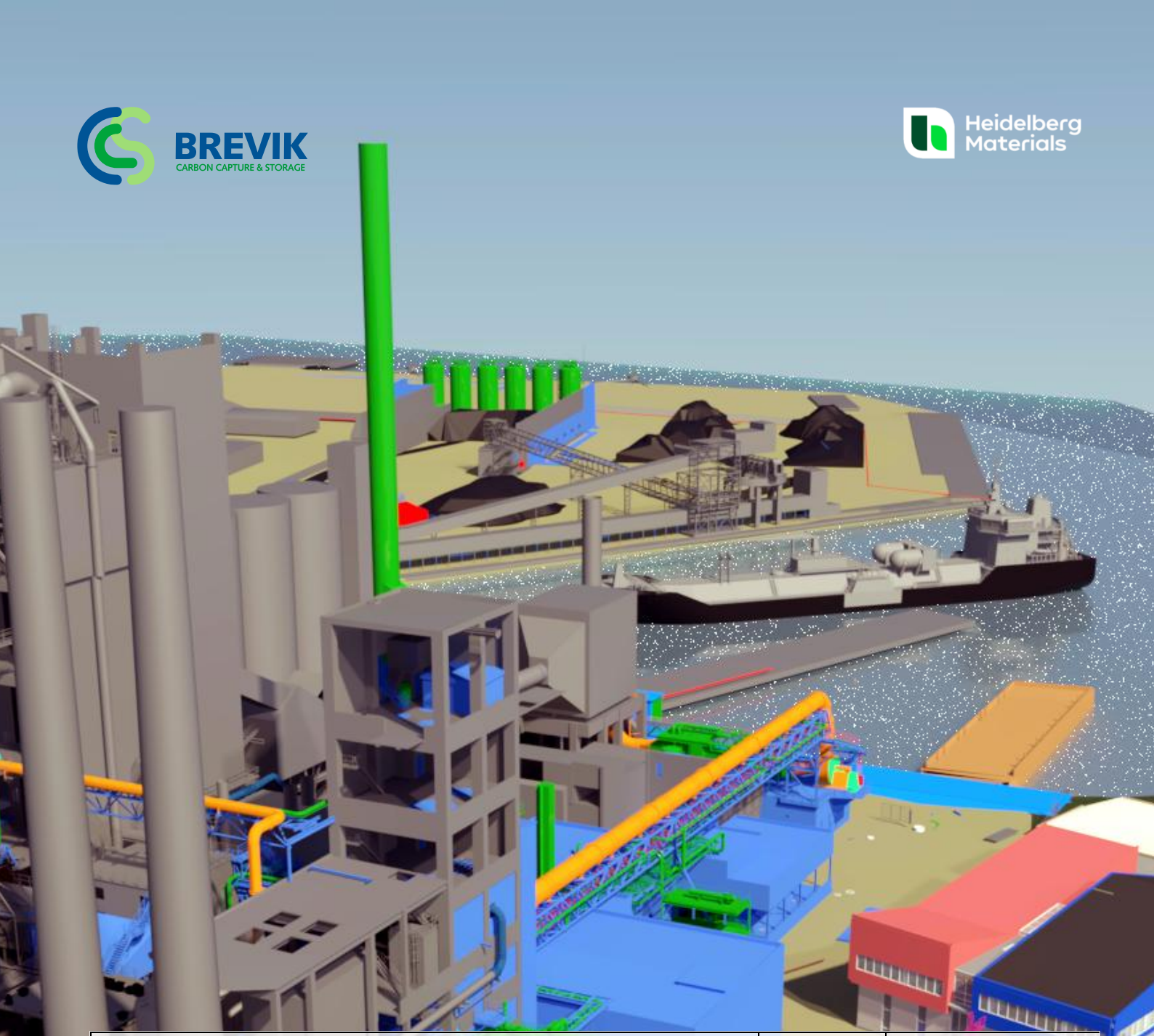


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Brevik CCS

Benefits Realisation report 2025

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Revisions to this document

Rev. no.	Revisions in chapter	Description
05		Updated report 2025 from 2024
04		Updated report 2024 from 2023
03	All	Updated report 2023 from 2022
02	All	Updated report 2022 from 2021.

Abbreviations

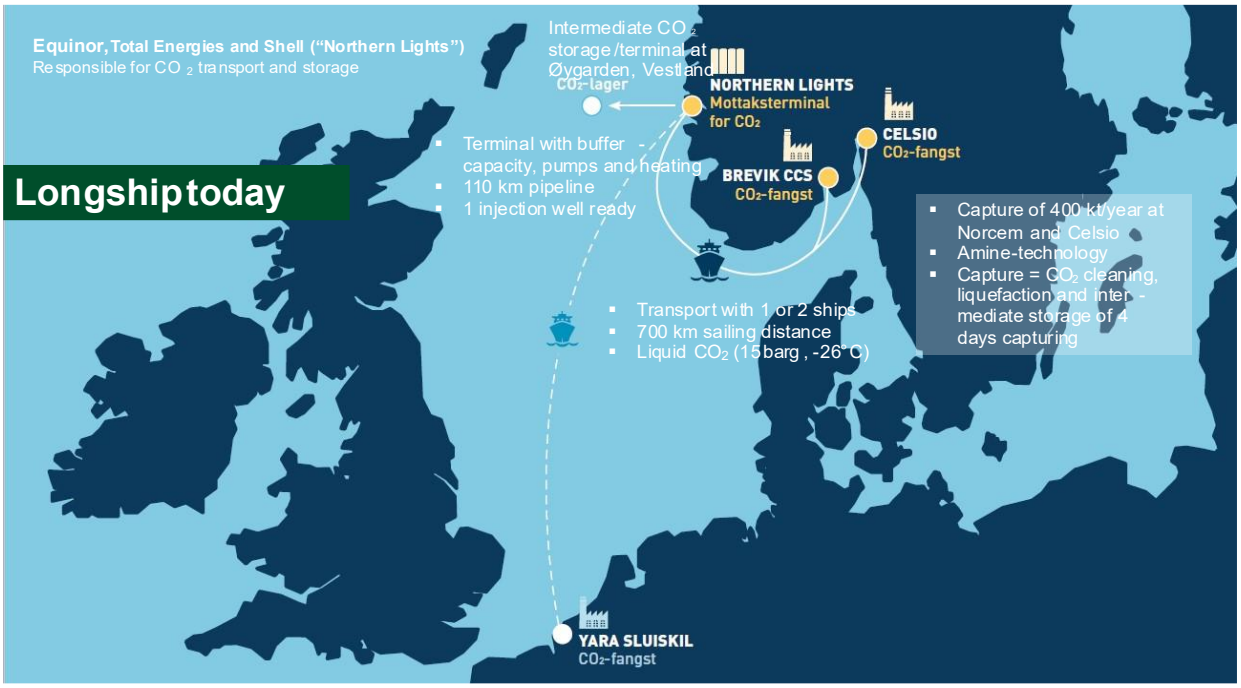
Abbreviation	Decription
R&D	Research & Development
FEED	Front End Engineering and Design
NGO	Non-governmental organization

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1 Background

The Longship project was approved in Parliament on 14 December 2020. Through the project, the Norwegian Government wants to realise and document the development of cost-effective technology for capture, transportation, and storage of CO_2, given that this provides technology development in an international perspective. Heidelberg Materials' cement plant in Brevik was selected as the first capture source in Longship. During 2022, two other projects/sources were connected to Longship: Hafslund Oslo Celsio at Klemetsrud and CO_2-deliveries from Yara's fertilizer plant in Sluiskil in the Netherlands.

Official name of the Heidelberg Materials' project at Cement Plant Brevik is "Brevik CCS".



The Government Support Agreement (GSA) regulates in detail the expectations regarding Brevik CCS' contribution to benefits realisation.
The ambitions regarding benefits realisation are described in detail in Gassnova's "Gevinstrealiseringsplan – Fullskalaprosjektet" (Ref. 1). The plan is attached as an appendix to the agreement between the Government and Heidelberg Materials (Appendix A, Attachment 4).

The plan outlines the societal and business benefits and effect-oriented goals expected to be realised by the project, as well as the defined measures planned to support benefits realisation, and describes Brevik CCS' contribution, including knowledge sharing and technology development.

Heidelberg Materials developed in 2020 a Benefits Realisation Plan (Ref. 2) and a Benefits Realisation Activity Register (Ref. 3) for Brevik CCS. These documents form the basis for the project's activities in this field.

The main goal for the benefits realisation activities is to contribute to further deployment of carbon capture in Heidelberg Materials Group, the cement industry in general and other process industries and areas, and also contribute to general knowledge-sharing of CCS in practice.

The project will within our available resources co-operate with academia and other R&D-projects. Brevik CCS will annually report the performed and planned benefit realization activities to Gassnova.

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2 The Longship project – Societal benefits

The societal benefit targets and effect-oriented goals for the Longship project are defined by the Gassnova's benefits realisation plan (Ref. 1):

Overall Societal target:
Demonstration of CO_2 handling will provide the necessary development of CO_2 management, so that the long-term climate targets in Norway and EU can be reached at the lowest possible cost.

Effect oriented goals:

1) The project shall provide knowledge that demonstrates that it is possible and safe to carry out full scale CO_2 handling
2) The project will provide productivity gains for future projects through learning and scaling effects
3) The project will provide learning related to the regulation and incentivization of CO_2 handling activities
4) The project will facilitate business development

For each of the above defined effect-oriented goals, Gassnova has defined the following **related benefits**:

- Make CO_2 handling an attractive climate measure for government, population, industry actors and others by demonstrating that CO_2 handling is safe and possible to implement
- Develop improved solutions based on experience from the full-scale project and on the commercial stimulation provided by the project
- Optimization of solutions and technology based on experience from the full-scale project
- Economies of scale by utilizing the infrastructure for CO_2 handling
- Reduced scale-up risk
- Develop suppliers
- Learning from private / public partnership models to develop framework and incentive CO_2 handling
- Learning related to regulations of CO_2 handling operations
- Business development related to new opportunities coming from the project; including further utilization of the CO_2 infrastructure the project establishes
- Business development related to the establishment and development of suppliers

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3 Brevik CCS - Project Benefits and knowledge sharing

With reference to article 30 in the Government Support Agreement (GSA) «*Benefits realization and knowledge sharing*», Heidelberg Materials shall during the support period facilitate benefits realisation and knowledge sharing as follows:

- Arrange for the Capture plant and the work to be inspected by third party with the view to promoting transfer of experience and knowledge to other CO_2 projects and to national and international research and development work.
- Prepare benefits realisation and knowledge-sharing reports, summary reports, experience reports and final reports.
- Participate to a reasonable extent and contribute to establish networks for knowledge sharing or the like for CO_2 projects

In addition to the societal benefits and effect-oriented goals, defined by the Norwegian Government (Gassnova), Heidelberg Materials has identified business benefit targets and effect-oriented goals:

Business benefits:

A. Realisation of CO_2 capture from Heidelberg Materials' cement plant in Brevik is expected to give Heidelberg Materials increased market shares and an improved reputation, by being a frontrunner in capturing CO_2 from cement production and delivering carbon neutral cement to the market.
B. Contribute to further deployment of CO_2 capture in cement industry and other process industries
C. Local effects. Delivery of products and services, incl. future employment for local specialists. Supporting deployment projects.
D. International attention/visibility
E. Academia and further R&D-projects.

4 Brevik CCS - 2025 Benefits realisation activities

Since kick-off for Brevik CCS in January 2021, benefits realisation activities have been an integrated part of the project. After start-up of the project realisation, the activities have increased considerably over the last years.

The project's own assessment/conclusion is that the activities in 2025 have been performed according to plan.

Due to the high construction activity, the plant had strictly restricted site tours throughout the project. At first, we established two viewing platforms at the plant where we could inform the visitors about the project progress. They were located outside the construction area, which eliminated the need for PPE and visibility clothing. Towards the finalization of the project these viewing decks were removed as part of the plan. With the final establishment of the maintenance building, we now have a visitor center centrally located, which gives visitors the possibility to see many of the core element of the carbon capture plant directly from the presentation room.

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4.1 Benefits realisation register

The Benefits realisation register (Ref. 3) is updated semi-monthly (connected to the monthly reporting to Gassnova). The register gives an updated overview of completed activities in this area (responsible person(s), stakeholders and topics).

All together Brevik CCS performed just below 90 activities during 2025 as listed in the table below. The activities can be categorised in the following way:

	2021	2022	2023	2024	2025
Project presentations	**48**	**42**	**66**	**30**	**53**
1. Local	5	4	11	1	6
2. National	16	14	24	18	30
3. International	27	24	11	11	17
Development of next CCS-project	**24**	**13**	**11**	**8**	**10**
4. General outside HM	4	7	5	7	9
5. Heidelberg Materials	20	6	6	1	1
CCS in other industries	**19**	**36**	**43**	**25**	**3**
6. National	8	25	13	5	2
7. International	11	11	30	20	1
R & D projects incl. deployment	**9**	**11**	**12**	**29**	**24**
8. National	6	6	5	8	11
9. International	3	5	7	21	13
Total	**100**	**102**	**115**	**92**	**90**

Comparing the activities from year to year, we will point on the following:

- The total number of activities connected to Benefit realization has slightly decreased however, we've seen a higher number of overall visitors/audience. Meaning fewer but bigger visits.
- The international interest for Brevik CCS and CCS is continuing also after opening to be high, but at the same time we also see that the market has matured, and the "wow" effect seems to be deteriorating.

The table gives a to some degree a misleading impression regarding the development activities internally in the Heidelberg Materials group. The number of projects where Brevik CCS personnel are directly involved has increased considerably over the past couple of years. The development activities in UK and in Germany are high, and Brevik CCS contributes with reports, experience, process competence, and lessons learned. After finalization of the Brevik CCS-plant, Heidelberg Materials has moved some key personnel over to the Padeswood-project, and we will continue to share our learnings with them and other projects.

Presenting the project and our key learnings for politicians, authorities, industry, and other stakeholders is one of the most important activities in the Benefit realization plan.
The purpose is to contribute to further understanding and sharing of knowledge. In a longer perspective we aim to contribute to further deployment of CCS in both the cement industry and other process industries.

Since project realization started early 2021, Brevik CCS has hosted numerous visits with "high-level" stakeholders.

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In 2025 we experienced massive interest related to the opening of the plant especially. Heidelberg Materials also moved its annual capital markets day to Brevik. As far as we know, the first time ever outside of Heidelberg.

Here's a videos showcasing the opening:
Brevik CCS Launch HM



Outcome:

These visits gives both internal and other industries C-suites or high-level personnel with a strong position, or influence either within government/ministry (ministers, ambassadors etc), national/international organizations, or industry (top management) more info about the possibilities, the practical risk-factors, and general knowledge about how to get started.

The feedback over the years is "seeing is believing" and witnessing the project in Brevik gives added momentum to continue with CCS within their sector.

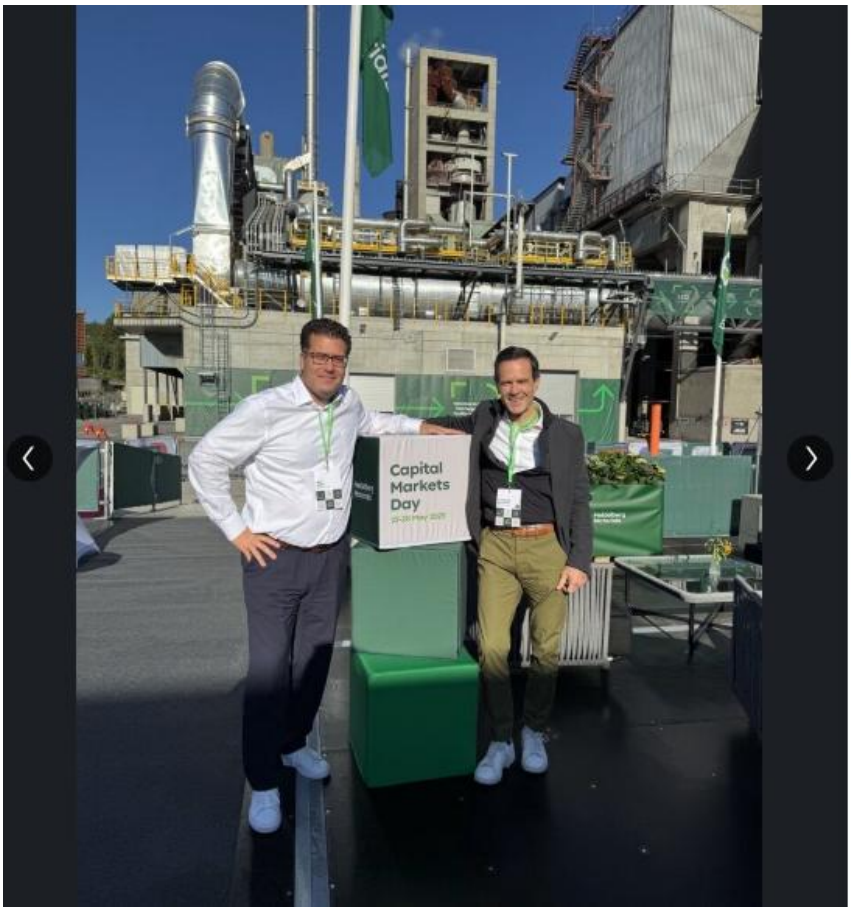
Internally:
The continued interest from own and other industry also gives Heidelberg Materials a added confirmation that we're not acting alone, and that the project in the future will be one of many. We are always eager to learn from others that are looking into CCS, and we often get questions or remarks that adds value for us, since we in many ways have had all the experts in the field visiting us, it creates room for fruitful discussions about our project and future project.

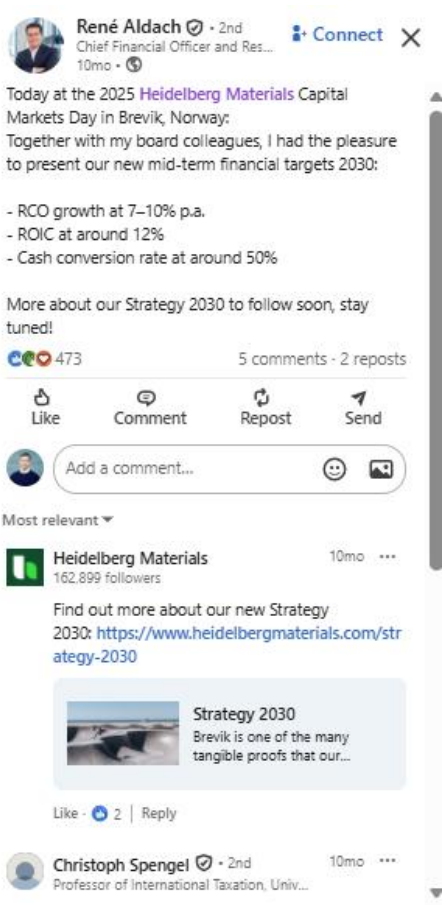
Some highlights from 2025 include:

- **Capital Markets day in Brevik**

For the first time in our history, the capital markets day was placed in Brevik. The event was located on a barge outside of the plant.

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- **Opening of the plant with visit from the Norwegian Crown Prince Haakon.**
  - 320 international guests
  - 25+ journalists
  - 10+ site tours offered, showcasing our pioneering project
  - 30 key internal stakeholders travelled to Brevik
  - Media exposure
    - Total reach over all countries: 200+ articles in tier-1 media
    - Total reach LinkedIn 935,000 views

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- **Opening of the plant with our core stakeholders in Brevik**. (Neighbours, local community approx 500 in total. - 1/6 of total residents in Brevik)

https://www.facebook.com/share/v/14dZNbTF6ch/





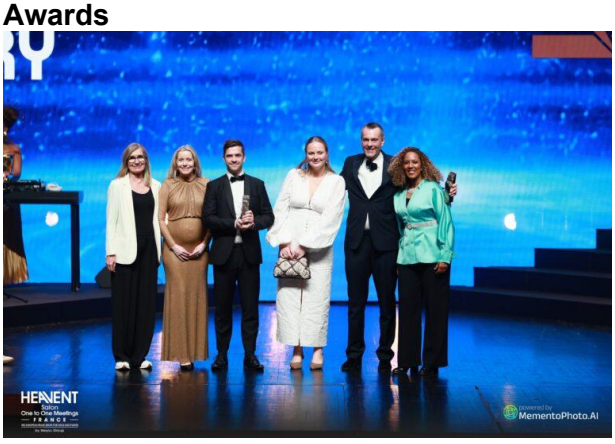
- **Visits from Climateworks Foundation a group of around 100 people from across the world.** Many representing institutional investors and leading sustanability personell from a variety of different sectors.
    - 1/3 from North America
    - 1/3 from Europe
    - 1/3 from global south.
    - 70% NGOs senior level, 30% founders and others.

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- **Climit Summit - around 120 participants** visited the plant over a two-day period.

Awards



The Brevik CCS opening ceremony won a prestigious award at the Heavent Awards in Cannes in March 2026. The Heavent Awards recognize the most creative and impactful events in Europe, honoring excellence in strategy, execution, and innovation. The 18th edition, held in March 2026, celebrated leading event projects across categories such as brand activation, B2B, and internal communication, and attracted top European agencies.

The project received the Grand Prix award (the jury's choice for best event) for delivering an authentic and innovative experience and for successfully presenting a complex topic in a clear and understandable way for stakeholders. More than 1,250 nominations were submitted across all categories.

Media

- Visits are also received from several national and international broadcasters both from radio, television and podcast-makers.
    - NY Times(US),

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- Washington Post(US)
- Corriere della Serra(Italy),
- El Pais(Spanish),
- French TV2
- Arte TV (French/German)

Media transcripts from the event can be given upon requests (338p).

4.2 Status regarding key areas in the Benefits realisation plan

The Benefits realisation plan Ref, 2) listed the following target areas:

a. First in a row of CCS projects
The interest in Brevik CCS, and the realization of a full-scale capture plant (and part of a CCS-chain) is still high. As showed above, the project receives invitations to attend events, seminars, and applications for visiting the Brevik plant.

Heidelberg Materials is still the front runner among the building materials groups regarding CCS; however, we see increasing activity among the other groups in our industry. As shown below (pkt. 4.3), the Group is involved in a row of CCS projects both in Europe and North America.

Heidelberg Materials Group strongly supports Brevik CCS and fully accepts the commitment to the agreement with the Government. The importance of CCS for development of goals for sustainable production and products, has been stressed numerous times in presentations and interviews with top management. As the project has matured, so has the focus of the project internally within Heidelberg Materials. It serves as a landmark and flagship-project, often highlighted in presentations by our CEO and CFO.

More information about Groups CCUS projects can be found here: Heidelberg Materials - CCUS Experience

b. Knowledge sharing and transfer of experiences
During the five years of execution, the project has obtained experiences which can be shared for helping coming projects.

Gassnova have launched a series of webinars focusing on our learnings/experiences from the application processes.

We have also been invited by other Norwegian industry companies to share our experiences both regarding funding application process, business opportunities and the political process.

During 2025, the project has had several meetings with national and international, potential CCS actors seeking knowledge about all aspects of entering such a concept. It is our understanding that these activities have been very useful for the other parties.

c. Cement industry
As mentioned above, Brevik CCS is a lighthouse project and closely followed by all parts of Heidelberg Materials. In the project development phase of other internal projects, we try to transfer as much as possible from the experiences we have gained.

The project meets increasing interest from other cement producers than Heidelberg Materials. We regularly give updates on the project in connection with meetings in Working group A in Cembureau.

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d. Capture projects in other industries (incl. project deliveries)

- Heidelberg Materials use meetings in Norsk Industri's utvalg for klima og energi (NIKE) for general discussions with representatives for the process industry in Norway. CCS-development is a key-topic. Status reports regarding Brevik CCS is given regularly, and ongoing development projects in other industries are presented and discussed.

- Heidelberg Materials is one of the project partners in the CLIMIT-funded development-project called CO_2 Hub Nord. The project is organized by SINTEF. The main process industries in Nordland county participate in the project.

- Heidelberg Materials is a part of the newly established "gigaCCS"

- Heidelberg Materials has two focus areas in the CO_2" Hub Nord project; first to share our experiences from Brevik CCS with the local industry, and secondly assess if a modularized solution can be a possible solution for the Kjøpsvik plant.

- Brevik CCS has also in 2025 been in discussions/meetings with the Celsio-project in Oslo. We've shared information about our project and our learnings at site and in general and continue to communicate/discuss learnings regularly.

e. Research and educational institutions

Brevik CCS/Heidelberg Materials is invited to take part in numerous CCS-development projects. We participate as a member of the steering committee for NCCS (organised by SINTEF) and devote many hours into the newly established GigaCCS which officially launches in March 2025. We also participate in a project at Fridtjof Nansen Institute (University of Oslo) and in the CO_2 Hub Nordland (organised by SINTEF).

Heidelberg Materials is a member of FME ZEN (Zero Emissions Neighbourhood) and has the chairman of the Steering Committee and a deputy representative in the Board. In this way we meet and discuss with the key R&D-actors, Heidelberg Materials is heavily involved in follow-up discussions on how the results from the studies can be followed up in new projects/next phases. The FME Zen project was finalised in 2024.

Heidelberg Materials has for many years had a co-operation agreement with SINTEF and USN (University of South-eastern Norway) where students do their bachelor- and master-thesis on practical themes at Heidelberg Materials. In 2021 this agreement was extended for 4 more years. Currently there are no ongoing master-thesis connected to Brevik CCS due to lack of follow up capacity from our side. It is expected though that a closer cooperation between Brevik CCS and USN is more relevant and fruitful for both parties during operational phase of the CCS plant.

In cooperation with Vestfold and Telemark regional county (fylkeskommune) the project has been involved in developing an exhibition regarding CCS at "DuVerden", acknowledge center for lower high-school (6. to 10. level (ungdomsskolen)) through financial support for establishing the centre (together with ACC and Gassnova), discussions about content and presentation, and participation in the project steering committee. The centre was officially opened in December 2022. Together with SLB Capturi, we've continued our financial support for Duverden in 2024/2025. Duverden's employees has been given a tour at our plant and information about the project so that they could share this knowledge further on to school classes.

f. Authorities and the public

Heidelberg Materials continually participate in a series of conferences, roundtable discussions and face to face meetings with decision makers, both in Brevik and by reaching out to

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stakeholders in Oslo and Brussels. This includes presentations and discussions at parliament, in government as well as with civil servants. In this way the project has become well known and has quite many followers within the cement industry and in other process industries. Some examples include the Tekna C02-summit and the Climit Summit.

Northern Light has taken an initiative to twice a year organising a summit to give up-date on each part of Longship. The event is closely followed (up to 400 attendees) both in Norway and internationally. Brevik CCS receives many questions after these events.

4.3 Brevik CCS – an important part of Heidelberg Materials' transition

Heidelberg Materials is among the biggest building material producers in the world. With a yearly CO_2 emission above 70 Mt, CCS is among the most important issues in the Group's strategic discussions.

Brevik CCS is fully supported by Group, and the project is referred to both in internal and external communication. In his communication, the CEO of Heidelberg Materials, Dr. von Achten, stress that the Group has high ambitions and will continue to be a front-runner among the big building material companies; and that Brevik CCS will be the first in a row of CCS projects! The project is regularly mentioned and described in von Achten's communication to the international investor base.

Transmission of Brevik CCS' experiences is primarily done through internal organisation of the projects.

Some key news from Heidelberg Materials last year:

Heidelberg Materials secures four additional EU Innovation Fund grants to drive decarbonisation projects

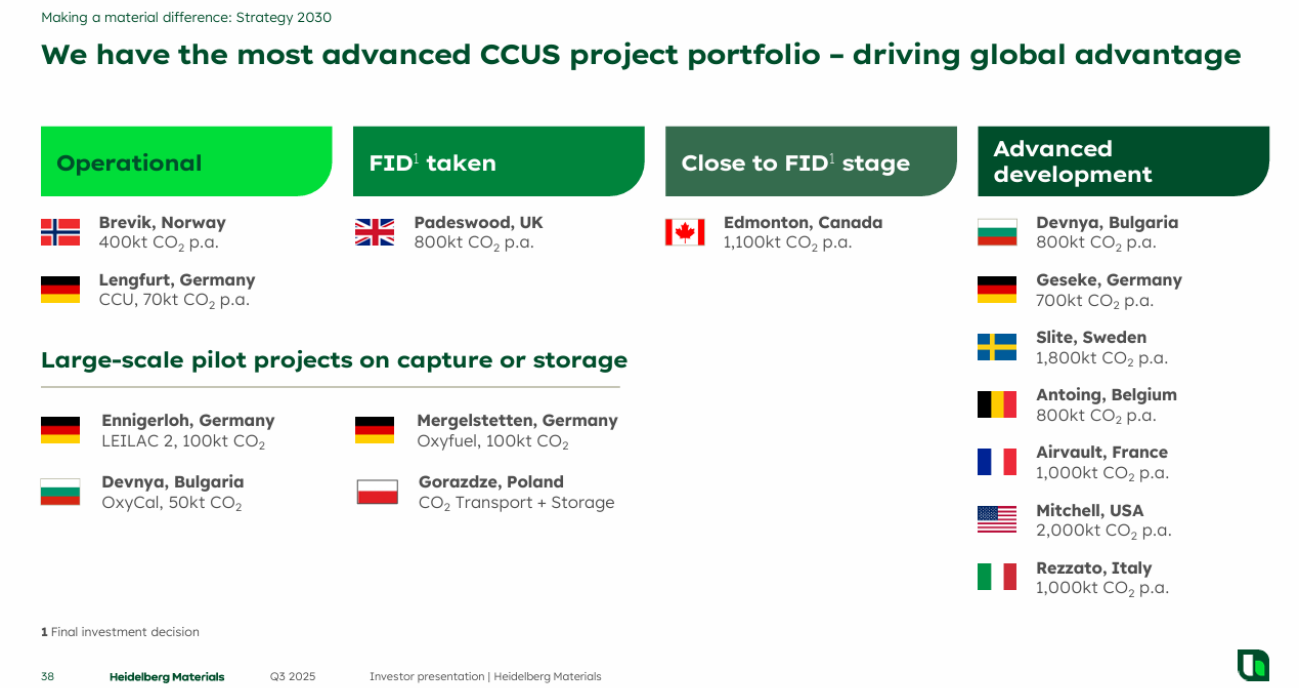
The EU Innovation Fund, one of the world's largest funding programmes for innovative low-carbon technologies, has selected four of Heidelberg Materials' pioneering projects in the field of carbon capture, utilisation, and storage (CCUS) for grant agreement preparation under its Net-Zero Technologies Call.

These grants are awarded to industries deploying innovative near-zero technologies. The selected projects are Anthemis in Belgium, Airvault$GOCO_2$ in France, DREAM in Italy, and HuCCSar in Poland.

Heidelberg Materials takes Final Investment Decision for CCS project in UK – construction will start this year.

Following the successful completion of a funding agreement with the UK Government, Heidelberg Materials' Padeswood CCS project in North Wales is entering the execution phase. Padeswood is to become the world's first cement plant with a fully-decarbonised cement production process: The facility is designed to capture around 800,000 tonnes of CO_2 annually, equalling nearly all the plant's CO_2 emissions.

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One important focus is technology development. With more projects coming up, with increased competition between technology providers; improved solutions will “pop up” and the costs of carbon capture will reduce.

During the first years both Brevik CCS and SLB Capturi have experiences which can give input to such development; reference made to \5\, \6\ and \7\.

4.4 Media attention

The Longship-program and the Brevik CCS project has become a household name when speaking of industrial climatic actions in Norway.

The plant in Brevik has been visited by several news outlets over the last years. Amongst the most known outlets since the project started is:

- New York Times
- Financial Times
- National Geographic Society
- Süddeutsche Zeitung (Germany)
- Bild (Germany)
- Handelsblatt (Germany)
- WELT am Sonntag (Germany)
- ZDF (German television)
- RTL (German television)
- Le Monde
- Le Figaro
- France24
- France tv2
- El Pais

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- Washington Post
- Corriere della Serra
- ORF
- Reuters
- NRK
- TV2
- Aftenposten

4.5 Memberships

Heidelberg Materials is an active partner in many business organisations, projects for a “greener” development and keeping good connections and relationships with NGO’s worldwide, in EU and in different countries.

For the group the membership in Cembureau (the European cement industry organisation) is the most important. Membership is country based (and in small countries with one producer, like the Scandinavian countries, the national producer is the “national cement association”). The organisation is working on all important issues and has established working groups in all critical areas for the industry. Heidelberg Materials is one of the biggest groups in Cembureau.

Cembureau is a heavy actor in the business development discussions in EU. Climate change and relating issues are discussed in Working group A. HM has a central position, and Heidelberg Materials attends regularly the meeting is this Working group. Brevik CCS-project has been presented in detail twice.

HM has been an active part in Zero Emissions Platform (ZEP) since it started. This membership is followed up at Group level.

Similarly, HM is member of GCCSI (where the CEO amongst others visited us in 2024) and Decarb Connect on Group level.

Key relations on technical development are established through: Clean Air Task Force, Knowledge Center Saskatchewan (Canada), CO_2 Value Europe

Heidelberg Materials is an active member in the Federation of Process industries (Norsk Industri) and has representation in NIKE’s working group for climate and energy and in the working group for Environmental policies. Through these groups we try to give input to Norwegian positions and for understanding the European and Norwegian politics in this area.

Heidelberg Materials has also been part of EUs CCUS Forum working groups (on HM-group–level).

Cooperating NGO’s: Bellona (both in Europe and in Norway), Zero (mainly domestic).

4.6 Lessons learnt

A separate report regarding the activities will be issued according to the GSA \5\.

5 Development of CO_2-neutral cement

Reference is made to the newly established web-site: www.EvoZero.com where the below quotes are collected from.

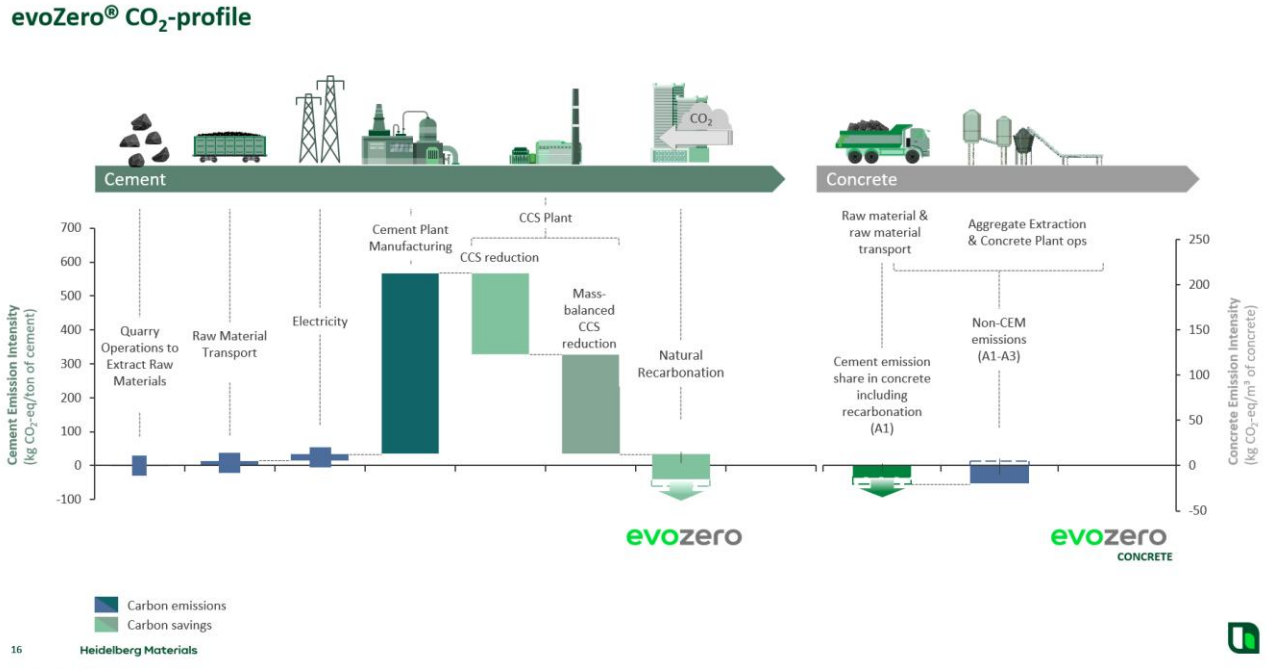
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"Through ground-breaking innovation, we're pioneering carbon capture and storage – and transforming our industry. By introducing the world's first carbon captured net-zero cement, we're giving forward-thinking construction partners the opportunity to build a better tomorrow". This is Heidelberg Materials' introduction of the first CO_2 neutral cement commercially available in large scale.
"With evoZero, we have created the industry's most innovative, globally unique product for our customers, enabling them to deliver on their own ambitious sustainability targets and to drive cutting-edge, environmentally-friendly construction projects".

"Pioneering the decarbonisation of our sector Carbon capture technology has the potential to completely transform cement production and enable a whole new level of CO_2 reduction. We have been developing the industry's first large-scale CCS facility in Norway since 2005. Once operational, the facility at our Brevik plant will capture 400,000 tonnes of CO_2 annually, equalling 50% of the plant's emissions.

The success of Brevik CCS is the result of our unique team spirit and belief in new technology, plus years of expertise and thousands of hours of hard work. As the world's first site to capture carbon emissions from clinker production on an industrial scale, Brevik is revolutionising cement production".

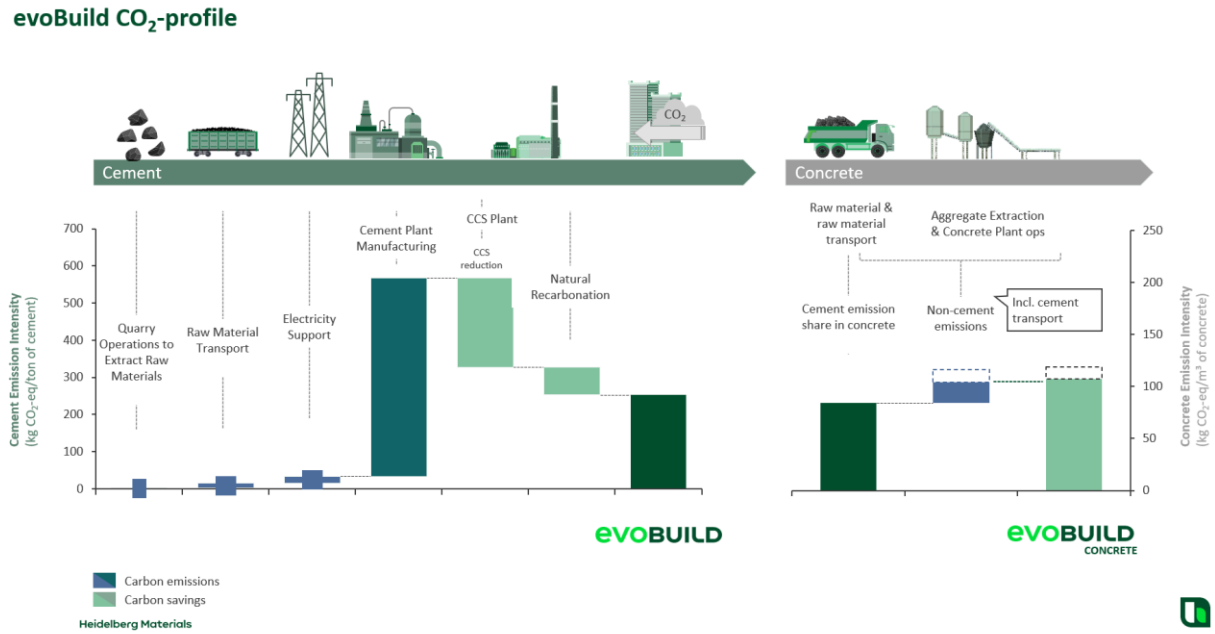


"By introducing the world's first carbon captured net-zero cement, we're giving forward-thinking construction partners the opportunity to build a better tomorrow. Our customers will be able to choose between two evoZero products. evoZero Carbon Captured Brevik is our mass-balanced product produced in and delivered from Brevik. evoZero Carbon Captured can be delivered from any European plant nearby a customer project, while leveraging the unique carbon saving attributes realised in Brevik. The carbon capture and emission accounting mechanisms have been independently reviewed by a third-party verifier, with each tonne of captured CO_2 only accounted for once. Furthermore, carbon capture attributes are transparent and traceable by using blockchain

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technology. Through blockchain, Heidelberg Materials' customers will receive a verifiable carbon proof for their evoZero purchase".

In addition to the evoZero cement, a carbon-low-cement is also introduced; evoBuild. This brand is expected to be traded in larger volumes than the evoZero.



For further details, please visit the above-mentioned website, and study Reference 8 (available for download on the website)
Reference 9 and 10 also explains numbers and method. (Report IVL Rapport B2309 - CO2 uptake in cement containing products Background and calculation models for IPCC implementation Reference 10In IVL B2499 - CO2 uptake in cement-containing products - Background and calculation models for implementation in national greenhouse gas emission inventories.)

Trading of carbon-low and carbon-neutral cement is expected to become a very important element of the CCS business case for the cement industry.

6 Communication / Networking

The project has developed a communication plan for Brevik CCS (Ref 4). The plan shall yearly be assessed, discussed and updated. The plan contains a stakeholder register which functions as guideline for a systematic communication work.

The Benefits realization activities are performed in close connection with the Communication department in Heidelberg Materials / Heidelberg Materials Northern Europe. We also keep the central communication department in Germany well updated regarding the project development.

The project has agreed with SLBC to in common make several videos per year to inform stakeholders both internally and externally about the project. Each video will cover a separate theme in addition to the "latest news" and progress. Target groups are politicians, Ministries, media, and industry in general. The feedback from the videos produced up till now has been positive. All videos are available on YouTube:

- Episode 1
- Episode 2
- Episode 3

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- Episode 4
- Episode 5
- Mechanical Complete
- Brevik CCS Launch HM
- Drone video of the plant

Videos are normally shared on our channels on social media and throughout the Heidelberg Materials internal channels.
We have experienced that most visitors coming to the plant have familiarized with the project through these videos and others before arrival. Especially through recruitment processes the videos have been indeed valuable.

Our last video was the “drone” video following the process. Created for the launch, and since then regularly used to showcase the process from A-Z.

7 Costs

According to the GSA there will be done specific investments in measures for realisation of benefits from Brevik CCS. In total it’s an GSA-assumption that 12 MNOK is allocated to this as CAPEX funds. In addition, it’s assumed a quite high activity level during the operational phase. In connection with the new Maintenance centre the project will establish a visitor area in connection with the canteen, budgeted to be funded over the civil budget as part of the civil contract for the new maintenance center.

Also funding of facilities inside the permanent visitor room in the maintenance center (such as TV-screens, VR-equipment and similar media systems) has been funded as part Benefit Realization measures.

Registered costs under Benefit Realization:

	2021	2022	2023	2024	2025
1.70.10.10 Benefit Realization [kNOK]	252	1 189	1 126	6 668	4 590

Total until end 2025: 13.824.760 NOK

8 Activities in 2026

The planned activities in 2026 will follow the Benefits realisation plan and consist of the following:

- Attend seminars and give presentations, give lectures when invited to seminars and universities both domestic and abroad. We have positive experiences and have reached far through webinars, and this will continue in 2026. The overall goal is to promote CCS as a viable and safe solution for industry.
- Receiving visitors. The interest from politicians, authorities, companies, neighbours, and NGO’s are still high.
- Receiving delegations in cooperation with Gassnova and Ministries. Ref. previous point.
- Include updated lessons learned topics in the Benefits realisation activities.

References

Intern informasjon underlagt taushetsplikt

Reference no.	Document no.	Document title
1	17/174-10 – Version 3.0	Gassnova's Gevinstrealiseringsplan – Fullskalaprosjektet
2	NC04-NOCE-A-TA-0007	Benefits Realisation Plan
3		Benefits Realisation Activity Register
4	NC04-NOCE-A-TA-0006	Communication plan "Brevik CCS"
5	NC04-NOCE-A-RA-0017	Lessons learned Report 2024
6	NC04-AKER-Z-RA-004	Annual Benefit and Realisation Report
7	NC04-AKER-Q-AX-0010	Lessons learned report – year 2024
8		evozero-assurance-en
9		Report IVL Rapport B2309 - CO2 uptake in cement containing products Background and calculation models for IPCC implementation which explains the principals
10		IVL B2499 - CO2 uptake in cement-containing products - Background and calculation models for implementation in national greenhouse gas emission inventories

Intern informasjon underlagt taushetsplikt