



Confidential



AI – The Good, The Bad and The Ugly

NAPA Safety Summit 2026

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AI-transformation journeys
Wärtisilä, P&G, Saudi central bank

MSc, Aalto University & UNC



Grand Bahama Shipyard
2015





**What is needed to create
value with AI?**

The Good
The Bad
The Ugly



4x

4 X
85.5% vs 20%

Benchmarked against real-world cases Microsoft AI Diagnostic
Orchestrator (MAI-DxO) correctly diagnoses up to 85%.

A rate more than four times higher than a group of experienced physicians.

Healthcare

What if a ship's physician had specialist-level AI diagnostic support in the middle of the Atlantic?

Sources: innolitics.com | radiologybusiness.com | news.microsoft.com (2025)

Aviation

Delta: 5,600 cancellations reduced to 55 per year

Predictive AI detects 60% of Aircraft on Ground events
15 to 30 days before they take place
AOG cost: \$10 000-\$150 000 per hour

*What would this look like for marine propulsion,
HVAC, or hull integrity monitoring on a ship?*

Sources: [airwaysmag.com](https://www.airwaysmag.com) | [oxmaint.com](https://www.oxmaint.com) (2025, 2026)

Announcements

Introducing Claude Opus 4.5

Nov 24, 2025

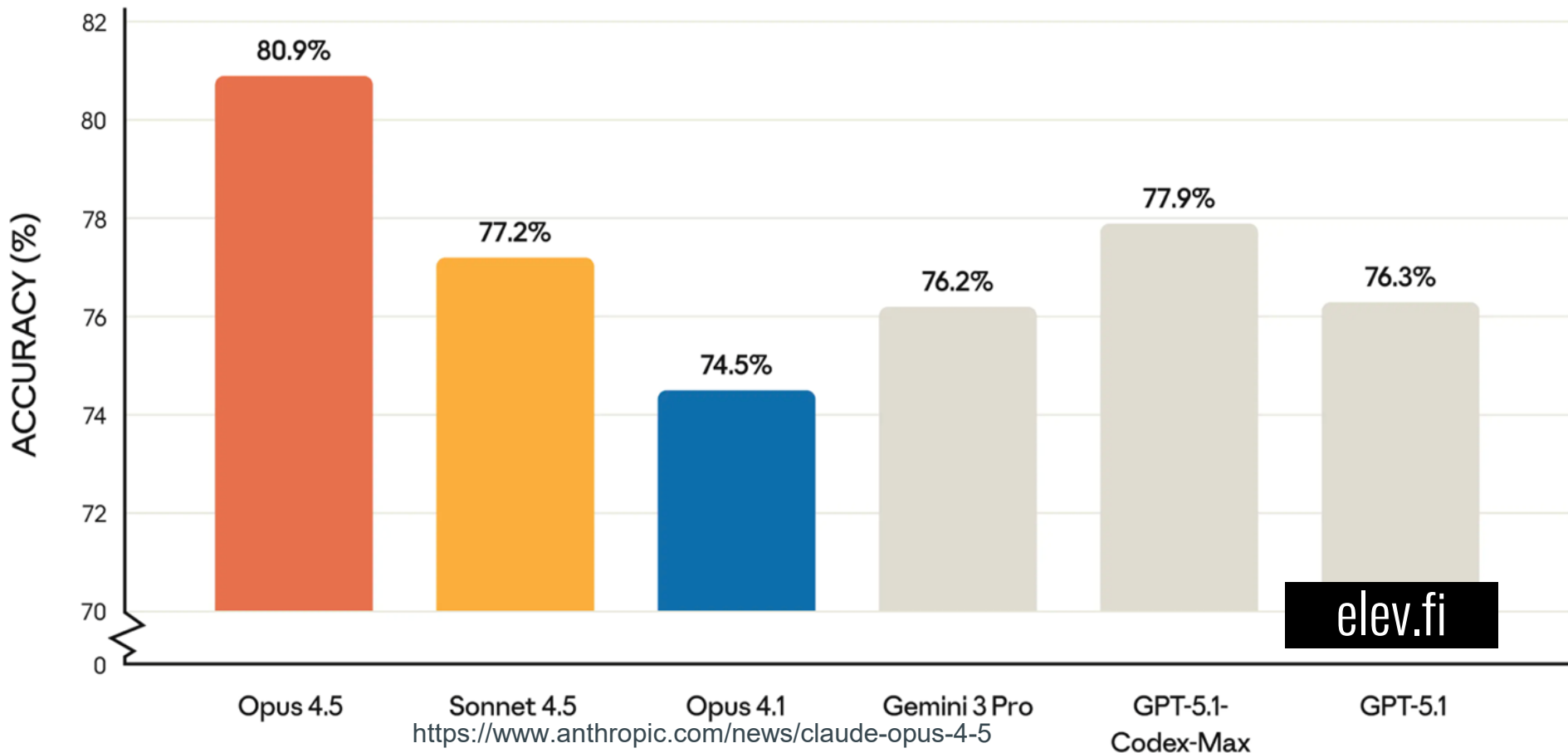


<https://www.anthropic.com/news/claude-opus-4-5>

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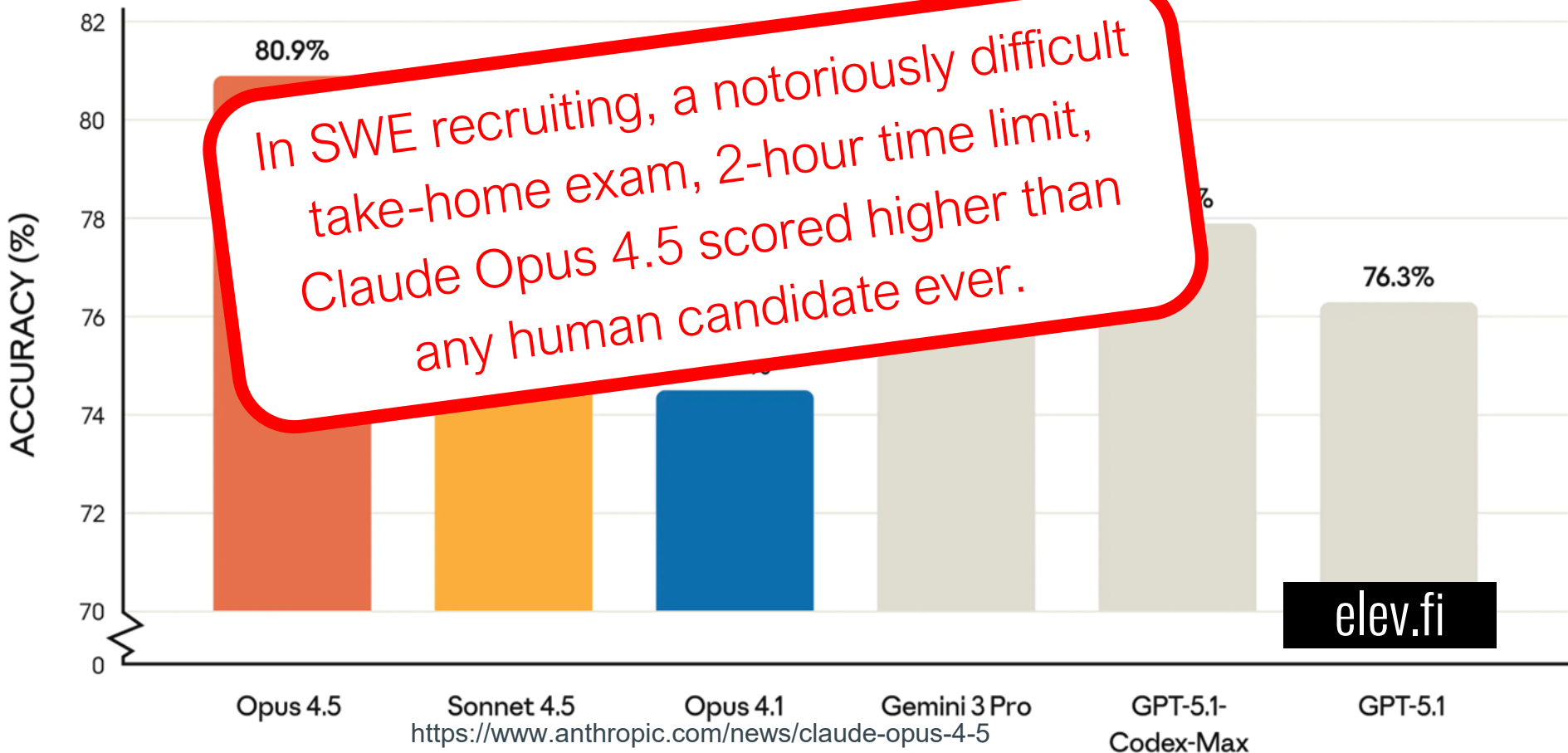
Software engineering

SWE-bench Verified (n=500)



Software engineering

SWE-bench Verified (n=500)





**What is needed to create
value with AI?**

**What are your
lenses to Gen AI?**



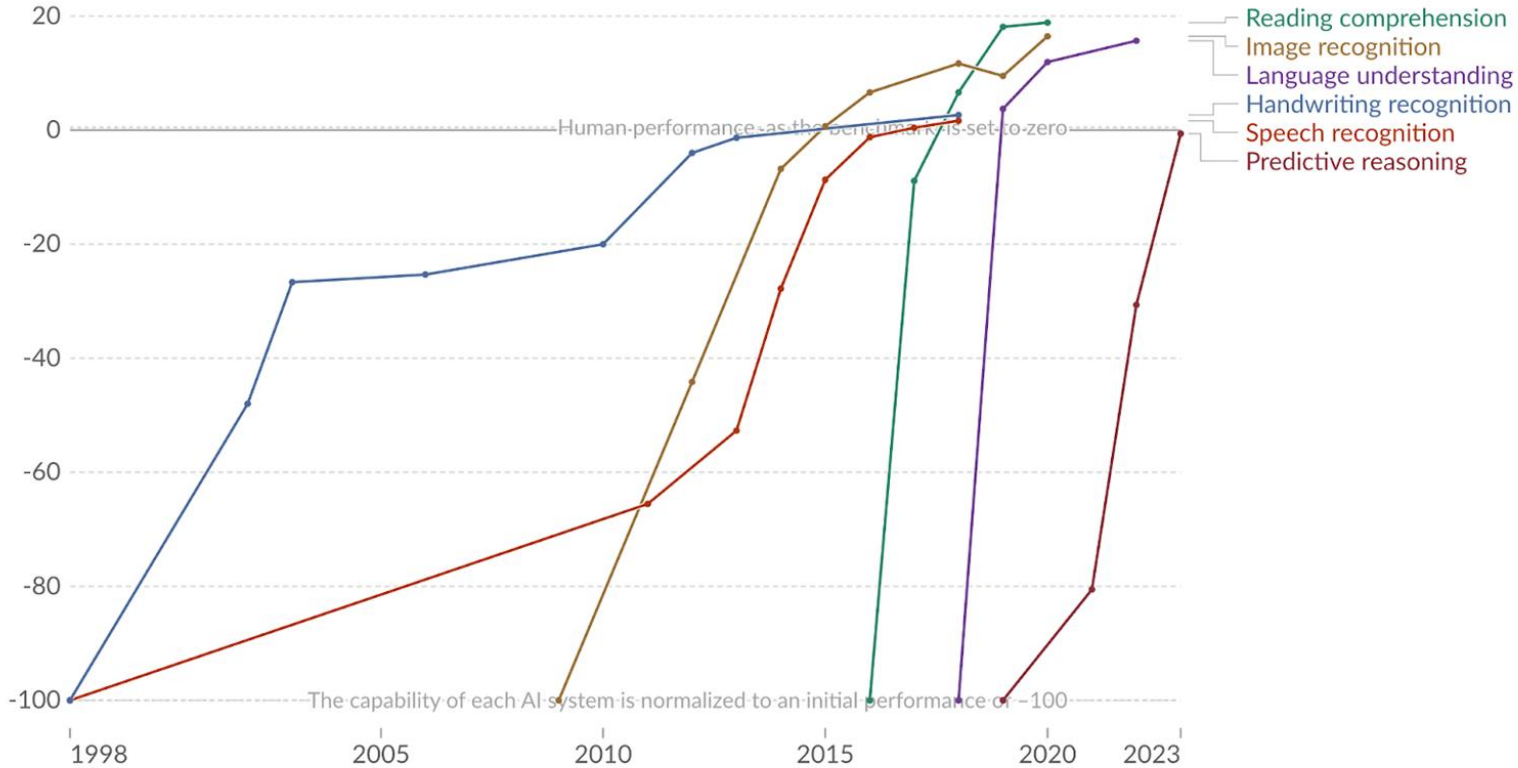
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Test scores of AI systems on various capabilities relative to human performance

Within each domain, the initial performance of the AI is set to -100. Human performance is used as a baseline, set to zero. When the AI's performance crosses the zero line, it scored more points than humans.



Data source: Kiela et al. (2023)

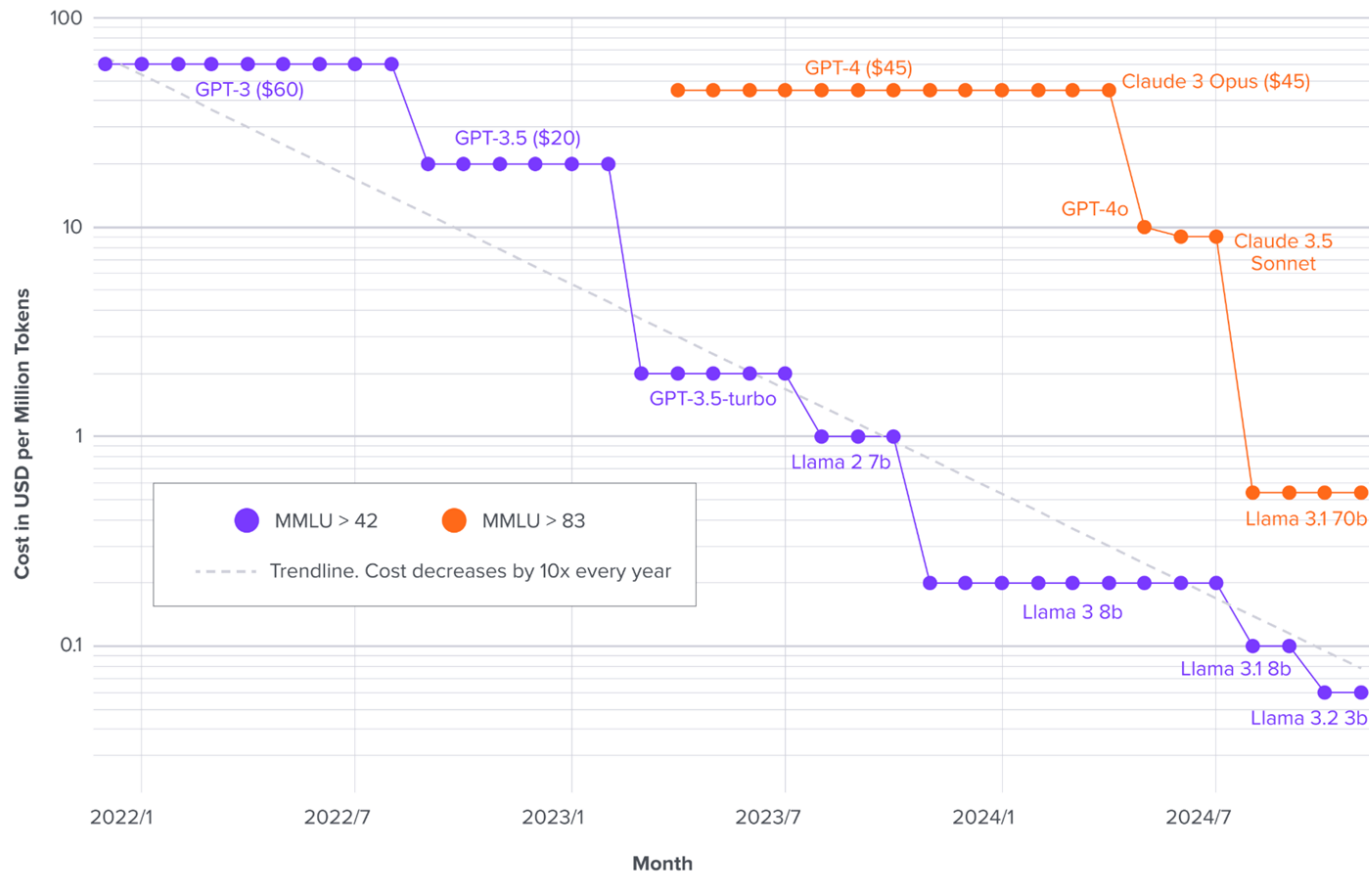
OurWorldinData.org/artificial-intelligence | CC BY

Note: For each capability, the first year always shows a baseline of -100, even if better performance was recorded later that year.



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Cost of the Cheapest LLM with a Minimum MMLU Score (Log Scale)





MY

Price

2024

2025

2026

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MY

Price

2024

32 750€

2025

2026

elev.fi



MY

Price

2024

32 750€

2025

3 275€

2026

elev.fi



MY

Price

2024

32 750€

2025

3 275€

2026

327€

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FREE
WI-FI

FREE
WI-FI

Bedford
Avenue

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The Good
The Bad
The Ugly



- Rms 301-310 need deep clean
- Check linen levels

ADMINISTRATION

PROPERTY MANAGEMENT
ASSET ID: HK-CAB01
SERVICE DUE: 260-2021

PROPERTY MANAGEMENT
SERVICE DUE: 5/2-2021

Item	Quantity	Location	Status
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
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20			

Item	Quantity	Location	Status
1			
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20			

OSHA Safety Guidelines

1. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using.

2. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using.

3. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using.

4. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using.

5. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using. Employees must be trained in the proper use of the equipment they are using.

UN
P

- Area cleanup
- Control of
- Removal of




**If data is on paper,
it doesn't exist for
AI to learn from it**

The evaluation gap

AI systems still fabricate information, produce flawed code, and give misleading advice. They cannot operate with the reliability required in safety-critical domains.

Performance in testing \neq performance in reality

International AI Safety Report 2026, 100+ experts, 30+ nations

A nighttime city street scene with illuminated buildings and red laser lines crisscrossing the sky. A large black rectangular box is centered over the image, containing yellow text. In the bottom right corner, there is a small black box with white text.

**There is no tomorrow where
competition isn't using AI**

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The Good
The Bad
The Ugly



Power loss is common

6,000+ power/propulsion loss incidents on large ships in US waters over 22 years. US Coast Guard data.

In the last 18 months alone:

Icon of the Seas: propulsion loss. May 2024.

Harmony of the Seas: overnight power failure. July 2025.

Norwegian Star: towed back to port. July 2025.

Celebrity Constellation: adrift off Italy. August 2025.

AI predictive maintenance could prevent most of these.

Sources: maritimeinjurycenter.com | cruisehive.com | foxbusiness.com (2024, 2025)

But when the AI itself fails at sea, who is liable?

The ship operator?

The AI vendor?

The crew who trusted it?

No legal framework answers this question today.

EU AI Act. IMO MASS Code. Admiralty law.

Three regimes. Zero clarity.

Where does AI create the most value in your value chain?

Before the first steel is cut: AI simulating guest flow, evacuation scenarios, and energy systems at concept design. Decisions that lock in for 30 years.

While the rules keep changing: AI reading, interpreting, and tracking classification rules across flag states, in real time, across every vessel in your fleet.



If you create value with keyboard,
your job is going to change

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