

A wide-angle photograph of an offshore wind farm. Several wind turbines are visible, spaced out across a vast, choppy blue sea. The sky is filled with large, white, fluffy clouds. The perspective is from a low angle, looking out over the water towards the horizon.

OFFSHORE WIND SUPPLY CHAIN MANAGEMENT

An operators perspective to offshore logistics

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DONG
energy

Strategic focus



Wind Power

- Global leader in offshore wind
- Ensure competitive offshore wind
- Further develop financial partnership



Bioenergy & Thermal Power

- Operational excellence
- Development of the bioenergy business



Distribution & Customer Solutions

- Satisfied and loyal customers
- High security of supply
- Optimised wholesale gas position






Oil & Gas

- Adapting to the new market reality
- Current development projects

DONG Energy is one of the leading energy groups in Northern Europe

DONG Energy is engaged in developing, constructing and operating offshore wind farms, generating electricity and heat from our power stations, providing energy to residential and business customers and oil and gas production.

DONG Energy has 6,700 employees and is headquartered in Denmark.

-  Wind Power
-  Bioenergy & Thermal Power
-  Distribution & Customer Solutions
-  Oil & Gas



Wind Power

CORE BUSINESS

- Development, construction, ownership and operation of offshore wind farms

MARKET POSITION

- Global market leader within offshore wind with a market share of 26%
- Five projects under construction and a handful of projects under development towards 2020

BUSINESS DRIVERS

- Wind energy content and park availability
- Regulatory frameworks
- Reduction of offshore wind cost of electricity
- Partnerships with investors
- Execution of investment projects

FINANCIAL TARGETS

- ROCE: 12-14% (2020)



Wind Power

KEY FIGURES¹

Revenue:	DKK 16.5 billion
EBITDA:	DKK 6.2 billion
Gross investments:	DKK 10.2 billion
Capital employed:	DKK 48.0 billion
Adjusted ROCE ² :	6.9%
LTIF:	1.9
Employees	2,358



1. The sum of the business units' key figures for 2015 does not equal the consolidated key figures due to other activities and eliminations.
2. ROCE adjusted for impairment losses.

An operator could claim...

How do maritime legislation and regulatory requirements become a competition parameter in the offshore wind industry?

An example to scale...



North Sea focus



Vessel spread

For illustration only

