

Wind Center of Excellence



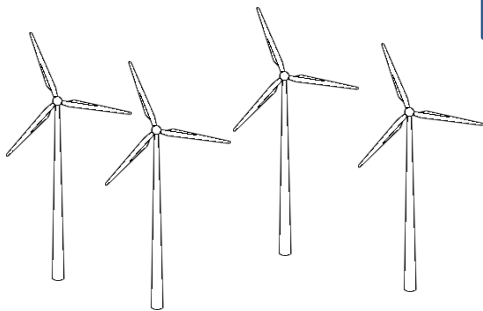
- 1. Background**
- 2. Danbor Wind Center of Excellence**
- 3. Expectations, Areas of Interest and links**

- **MSc. In Mech. Engineering**
- **Master in Management of Technology (e-MBA)**
- **33 years in industry and management consulting**
- **Aircraft, automotive, consulting, manufacturing and engineering**
- **Sales and business development**
- **Offshore wind for the past 5 years**
- **Network and cluster development and management**

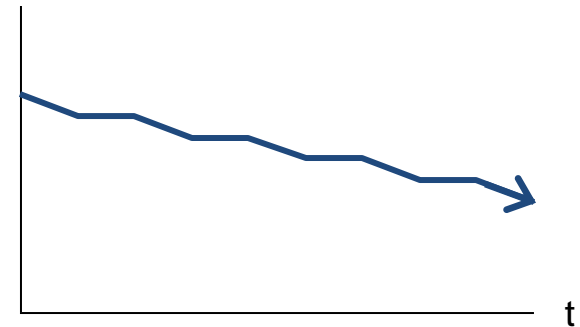


Vision

Become the leading, global cost of energy reduction partner in wind services



LCoE



Mission

Contribute to reduction of wind power cost of energy by providing value adding services through knowhow, internal synergies and solution offerings

Objective

- European top-3 by 2020 within planning, service and installation in Offshore Wind
- Revenue of >DKK1bn by 2020
- EBIT margin of 15% by 2020

Value proposition driven by synergies

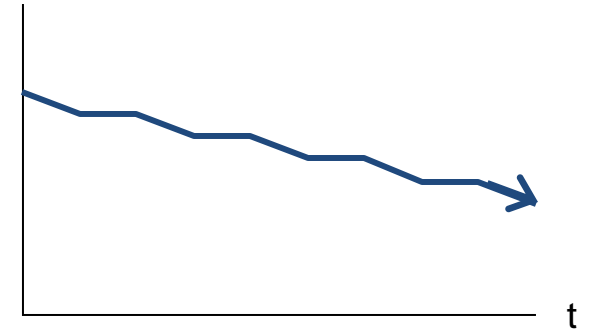
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LCoE



Value Proposition

Positions

- Our competences & services cover offshore wind planning, installation and O&M phases

Customers

- We service wind farm owners/operators, OEM's and contractors

Business model

- Our services can be executed as turn-key contract, lump-sum subcontract or single service delivery
- We work as contract responsible or under customer supervision

Service coverage - Offshore Wind



ØER/DANBOR/NSG/Owner's focus (+ 3year)



WWH / Møkster / NSG (Maritime logistics)

Offshore logistics

NSG / DANBOR

Back office, administration and operations

NSG / DANBOR

Onshore logistics

ØER

WTG Installation

~12NM

~40NM

NSG Maritime/ØER

Export cable and grid connection

ØER

Turbine maintenance

NSG Maritime

Array cable maintenance

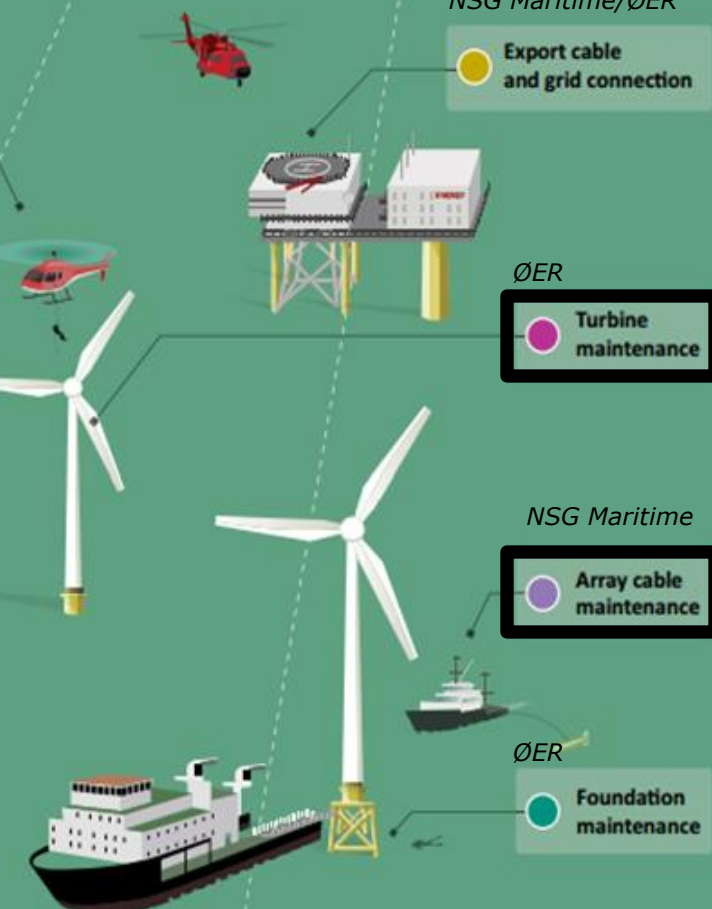
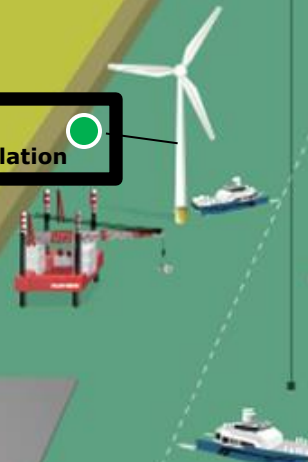
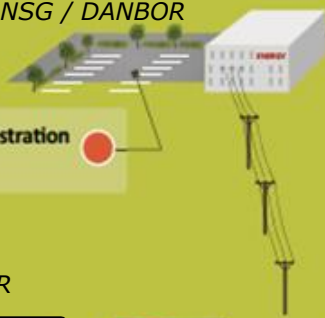
ØER

Foundation maintenance

WORKBOATS

WORKBOATS WITH HELICOPTER SUPPORT

OFFSHORE BASE



- **Access to the latest developments and overview within wind energy shipping/logistics/transport**
- **Inspiration (giving/taking) in relation to driving change towards reduction in LCoE**
- **Shipping/logistics/transport synergies and business development across the supply chain**
- **Linked to Offshoreenergy.dk Cost Reduction Forum**

