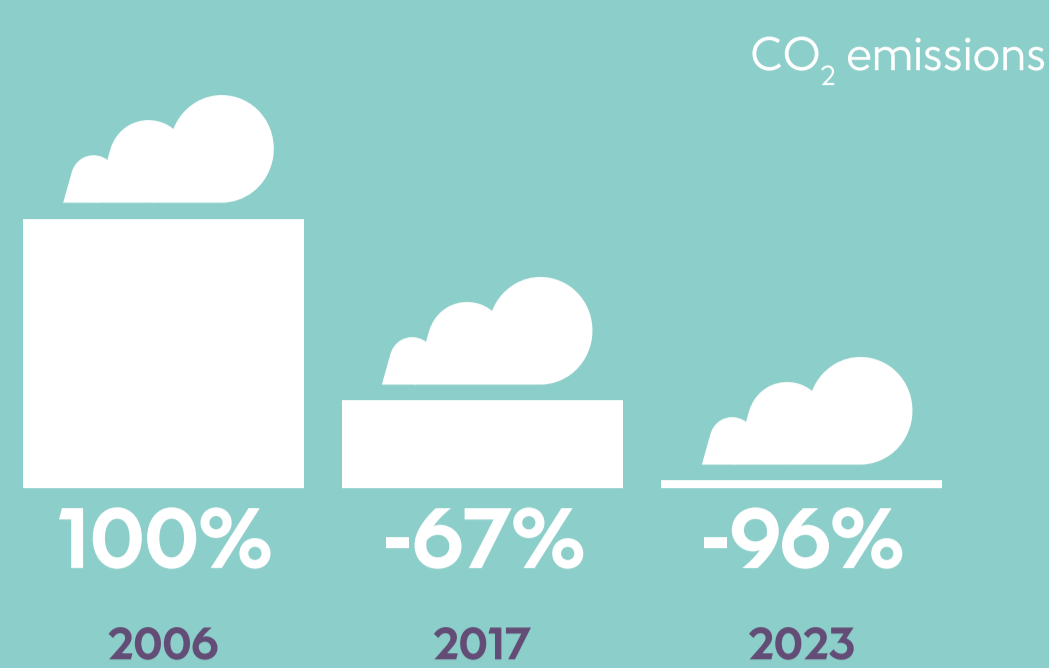


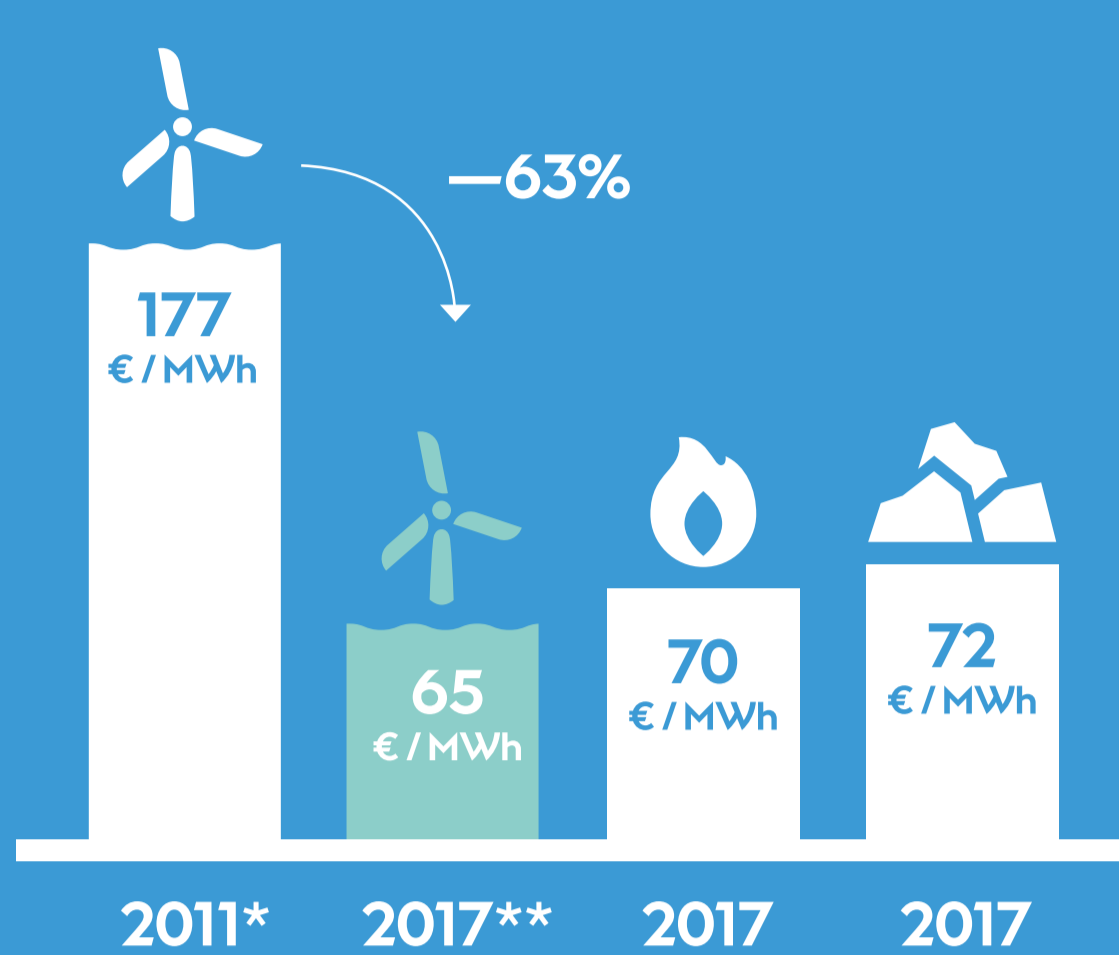
## Creating local jobs and business growth



On average – contracts with **300 suppliers** of which **170 on average** are local.

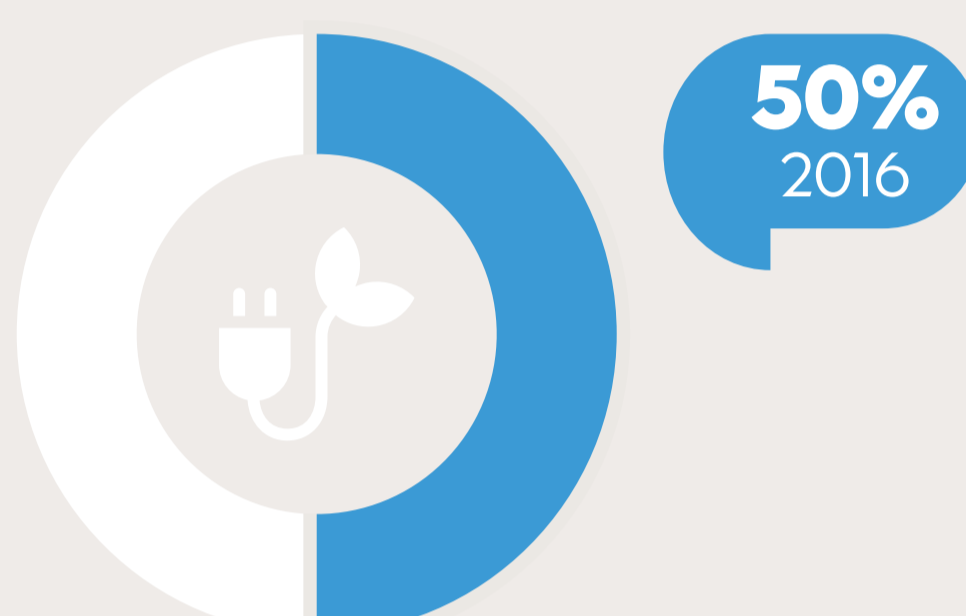
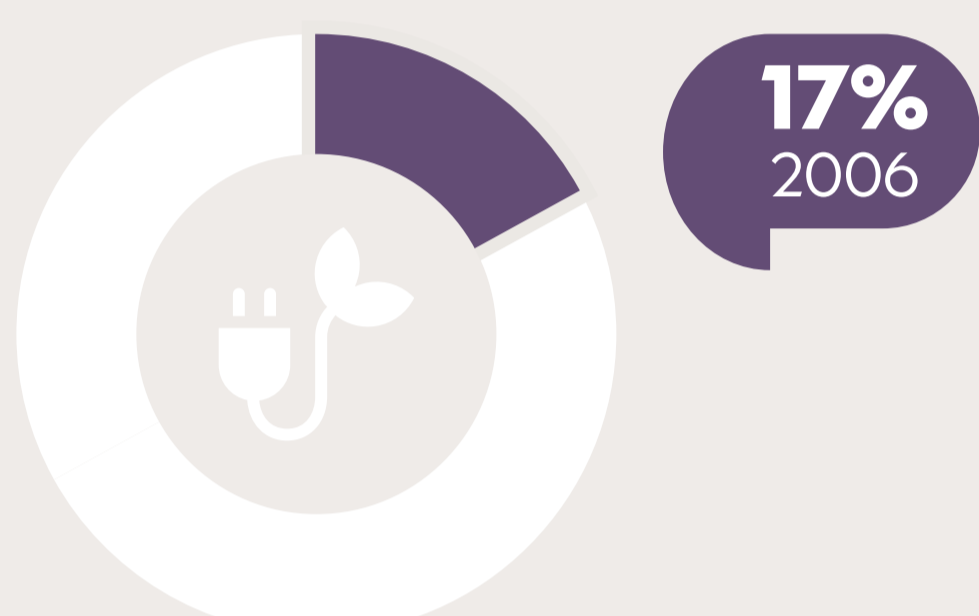


## Offshore wind is now cheaper than fossil energy



\* 2011 - West of Duddon Sands Offshore Wind Farm  
 \*\*2017 - Hornsea 2 Offshore Wind Farm  
 Source: Bloomberg New Energy Finance

## More power and heat from sustainable biomass



## Converting household waste to energy using enzymes



## Powering people from our offshore wind farms



Revenue 2017 DKK

**59.5bn<sup>1</sup>**

EBITDA 2017 DKK

**22.5bn<sup>1</sup>**

Employees

**5600**

Active in

Scandinavia, United Kingdom, Germany, The Netherlands, USA and Taiwan

## Our Business – Focus areas

Business units

Wind power

Bioenergy and thermal power

Distribution and customer solutions

Market position

- Market leader in offshore wind (has installed 26% of global capacity)
- Strong pipeline of projects

- Almost half of Danish thermal generation
- Generates one third of Danish heat consumption

- Leading DK gas & power distributor
- Retail & wholesale sales in North West Europe

Strategic targets

- Ambition of 11-12GW installed offshore capacity by end of 2025
- Profitable and disciplined growth

- Reduce CO<sub>2</sub>-emissions by 96% by 2023 (relative to 2006)
- Exit coal by 2023

- Top quartile on customer satisfaction

Number of Employees

2400 employees

1300 employees

800 employees