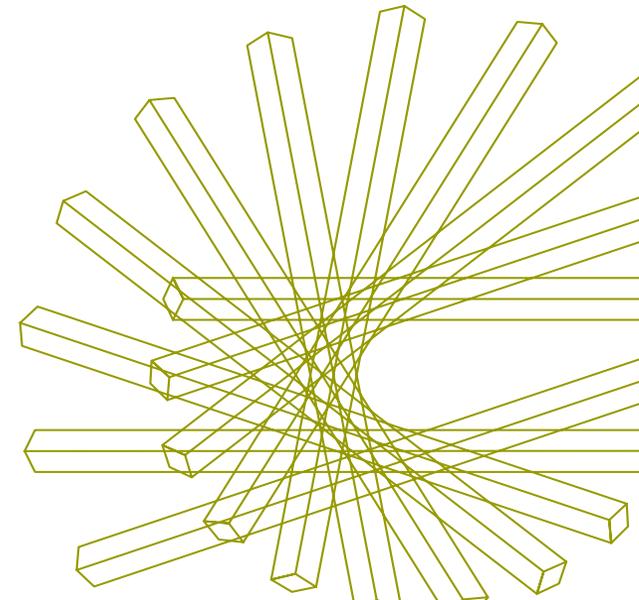




Anholt offshore Wind Farm

A Megaproject case study compiled by
Louis-Francois Pau

February 2015



MEGAPROJECT “ANHOLT OFFSHORE WIND FARM(DK)”

Case compiled by: .Prof L-F Pau, Copenhagen Business School v2, © DONG, L-F Pau, and References (2012-2015)

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Basic Project Information

Project Title	Anholt offshore Wind Farm
Location	Between Djursland and Island of Anholt
Purpose	Produce 4,5 % of Denmark's electrical power (400 MW or consumption of approx. 400 000 households); allowed Denmark in 2013 to reach the wind power output of 1 GW
Scope	DONG Energy had acquired the license for utilizing the wind power for 25 years and is to construct and operate the offshore wind farm
Total Project Value	The total investment in preliminary investigations, design and construction of the offshore wind farm as well as an operation centre amounts to DKK 10 billion (1, 32 Billion Euros) ; life cycle costs for concession duration are about 2,3 Billion Euros
Project Status (i.e.. initiation, planning, construction, operation, dismantling)	Operation since 19 May 2013
Contractual Framework (e.g. fixed price, cost-plus etc.)	Fixed price by DONG Energy
Relevant Physical Dimensions (e.g. height, width, volume, length)	88 km ² area within a total area of 144 km ² ; wind farm approx. 20 km long and 5 km wide with 111 wind turbines; nearest wind turbine from Grenaa is 20 km away; seabed and wind conditions (W-SW) determined the location; rotor diameters 120 m; sea depth 15-19 m

MEGAPROJECT Internal Stakeholder Identification (I)

(Stakeholders with a direct legally sanctioned relationship with the project)

		Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)	
Internal	Supply-Side	Client	Anholt Offshore Wind Farm		
		Financiers	DONG has received a 240 MEuro loan from Nordic Investment Bank, and additional credits. A consortium consisting of Pension Danmark and PKA has entered into an agreement with DONG Energy on purchasing on 25/3/2011 50 per cent of Anholt Offshore Wind Farm for approximately DKK 6 Billion. However, DONG Energy is still responsible for the construction of the wind farm and in charge of the execution of operations. Pension Danmark and PKA have paid the purchase price in four installments beginning at the end of 2011, with the last installment at the end of 2013. The installments represent 14, 30, 31 and 25 per cent respectively of the purchase price. DONG Energy commits to constructing the Anholt offshore wind farm at a fixed price and by a fixed date. On 1 April 2014, Pension Danmark and PKA have taken over responsibility for operation and earnings in proportion to their respective interests. Until that date, production has primarily accrued to DONG Energy. DONG Energy has signed a 15-year contract with Pension Danmark and PKA on operation and planned maintenance of the farm	DONG is one of the most experienced project owner or operator in wind farms worldwide.	
		Sponsors			
		Client's Customers	Anholt Offshore Wind Farm sells power to end power customers, via a power grid company, and power supply utilities (some of which are shareholders of DONG Energy)		
		Client's Owners	Anholt Offshore Wind Farm is jointly owned by DONG Energy (50%), Pension Danmark (30%) and PKA (20%). DONG Energy owners : Danish State (76,49 %), SEAS-NVE Holding AS (10, 88 %), SYD Energi AS (6,95 %), Others (5,68 %)		
		Other internal supply-side categories (please specify)	Category	Case-Study	

MEGAPROJECT Internal Stakeholder Identification (II)

(Stakeholders with a direct legally sanctioned relationship with the project)

		Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)
Internal	Demand Side	Principal Contractor	DONG Energy is responsible for the construction and 15 years of operations of the offshore wind farm.	
		First Tier Contractors	Siemens Wind Power (Brande, Aalborg) (wind turbines) : 111 wind turbines @ 3,6 MW ; rotor diameter 120 m	
			The Danish transmission system operator, Energinet.dk, is responsible for establishing an offshore substation, for the export cable to shore, and the connection to the main high-voltage power grid on land	
			MT Hoejgaard AS (Soeborg) for the foundations; NEXANS Deutschland (Monchengladbach, DE) for array cables; Siemens AS (Ballerup) for electrical substation equipment	
		Second Tier Consultants		
		Professional Services Providers	A2SEA (Fredericia) Wind turbine installation vessels ; Ballast Nedam Equipment services (Nieuwegein, NL) for the foundation installation vessel; Visser & Smit Marine (Sliedrecht, NL) for installation of array cables ; GEO (Kgs. Lyngby) for geotechnical investigations ; Hvide Sandes Skibsbyggeri (Hvide Sande) for two service vessels	
		Other internal supply-side categories (please specify)	Category	Case-Study
	DONG Energy has chosen to use the Port of Grenaa during the construction phase but also for the following maintenance of the offshore wind farm. Once the Anholt Offshore Wind Farm is in operation, the wind farm will be monitored, serviced and maintained from the base in the Port of Grenaa where DONG Energy will set up an operations organization with about 50 people. Three service vessels have been built.			

MEGAPROJECT External Stakeholder Identification (I)

(Stakeholders with a direct interest in the project but with no legal contract)

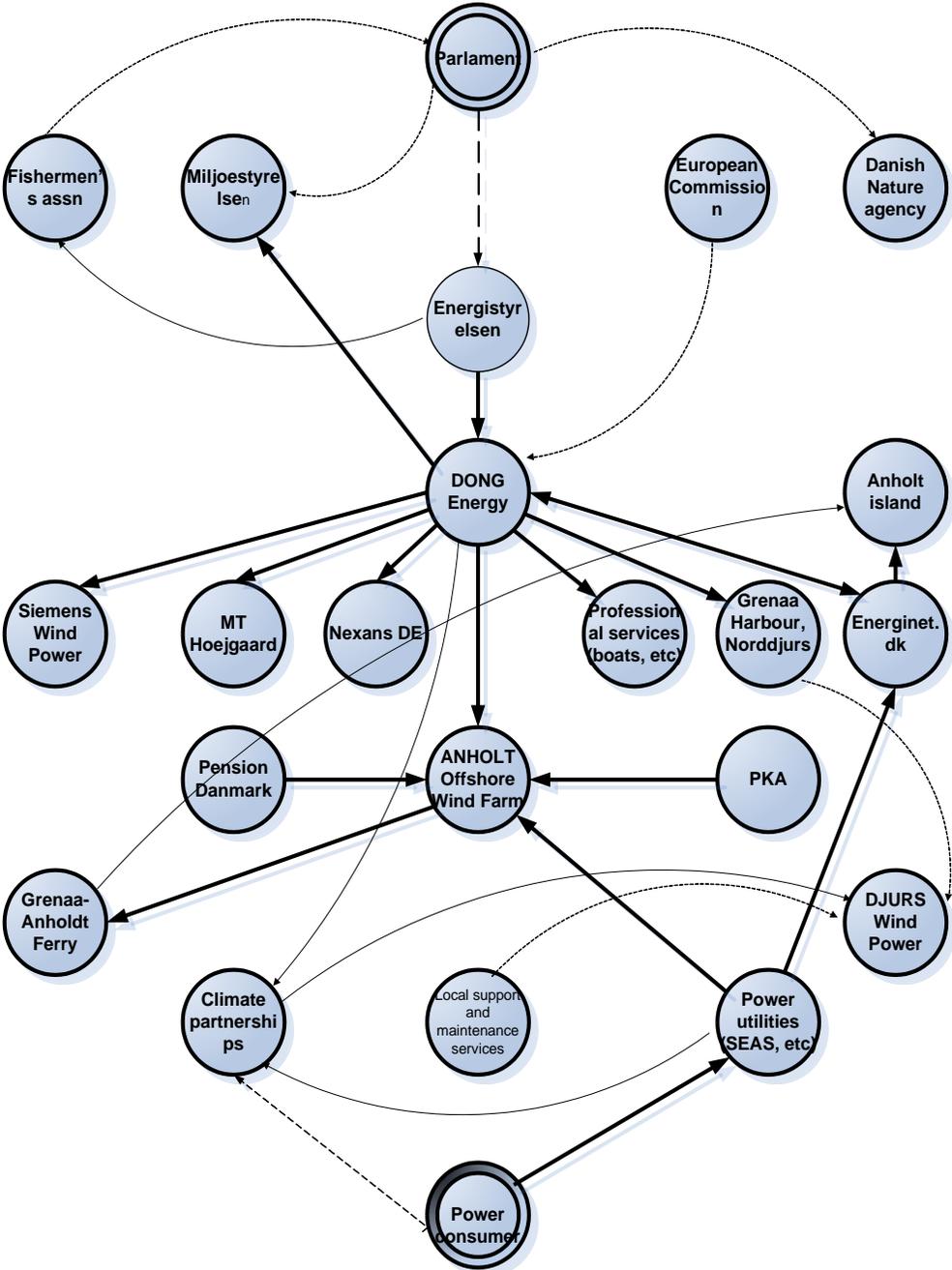
		Stakeholder Category	Case-Study		Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)
External	Public	Regulatory Agencies	Energistyrelsen (Energy regulator), Miljøstyrelsen (Environmental regulator), European Commission		Extensive experience with prior wind farms
		Local Government	Norrdjurs Municipality, Grenaa harbour : 1) DONG bought old Customs house April 2011 as project office; 2) rebuild of two cold stores into support building built before April 2012 by Aalsrode Toemrerfirma		
		National Government	Danish Government		High attention to wind energy
		Other internal supply-side categories (please specify)	Category	Case-study	

MEGAPROJECT External Stakeholder Identification (II)

(Stakeholders with a direct interest in the project but with no legal contract)

		Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)
External	Private	Local residents	Anholt island: a new sea cable now links the wind farm to the island and an replaces the diesel generated power supplying the island now	
		Local Landowners	Danish State (national seawaters); the sailing restriction zone was lifted in October 2013	
		Environmentalists	DONG Energy has asked external special advisers from the National Environmental Research Institute and the international consulting and research organization DHI to carry out surveys of both the spring and autumn bird migrations in 2011 before commencing the construction of the offshore wind farm. In general, the surveys were identical to the EIA surveys of migrating birds made in 2009 and included bird observations by means of radar on both Djursland and the island of Anholt, visual observations and surveys from airplane.	
		Conservationists	<u>Climate partnerships</u> : A number of DONG Energy's climate partners contributed to the construction of Anholt Offshore Wind Farm. Each partner contributes to the project by pledging to buy renewable energy produced by the offshore wind farm. The basic idea behind a "climate partnership" is that DONG Energy helps companies or organisations to make energy savings. Part of the financial gain is then used for expediting a new renewable energy project in Denmark by pledging to buy parts of the power production generated by a renewable energy plant.	
		Archaeologists	No relevant involvement	
		Other External Private stakeholders (please specify)	Category Network of support to SME's (cumulated orders received by those 450 MDKK by project end) : DJURS Wind Power: was established based on a local initiative shortly after the Parliament (Folketing) decided to construct the wind farm, and as overall player DONG Energy has contributed to supporting the network between DJURS Wind Power and the suppliers during the entire process. Today, DJURS Wind Power offers support to all players through one common point of contact to all the member companies in the network.	Case study

MEGAPROJECT Stakeholder Relationship Maps



Key:

-  - Project Actor
-  - Project relationship with a contractual basis
-  - Non-contractual project relationship

MEGAPROJECT External Stakeholder Attitude Analysis (I)

External Stakeholder	External Stakeholder's Attitude to this Project	External Stakeholder's Influence on project	Impact of Project on External Stakeholder	Phase of Project of Greatest Interest (initiation, planning, construction, operation, dismantling)
Grenaa-Anholt ferry (244 PAX)	Anholt Offshore Wind Farm is constructed right between Grenaa and the island of Anholt. So far, the Anholt ferry has used a direct route between Grenaa and the island of Anholt; however, for safety reasons, it has been necessary to redirect the ferry route south of the wind farm.	Raised concerns in 2009	In order for the ferry to continue operating according to schedule, it has been necessary to increase speed and thus use extra fuel. An agreement has been signed with the ferry company Grenaa-Anholt Færgefart to compensate for the extra fuel costs which the construction of Anholt Offshore Wind Farm has inflicted on the ferry company. The agreement will be effective during the entire lifetime of the wind farm, and compensation will be paid annually. This ensures that travelers can get to Anholt as usual.	Operation
Danish Fishermen's Association		Raised concerns in 2009	DONG Energy has signed an agreement with the Danish Fishermen's Association on compensation for loss of earnings from fishing in connection with the construction of Anholt Offshore Wind Farm. The working area was cordoned off for unauthorized persons during the construction, and there was at that time no fishing in the area; the zone was lifted in October 2013, On completion of the wind farm in 2013, net fishing was resumed, whereas trawling will still be prohibited in the area. The agreement on compensation will be effective during the entire lifetime of the wind farm.	Construction, Operation, Dismantling

MEGAPROJECT External Stakeholder Attitude Analysis

External Stakeholder	External Stakeholder's Attitude to this Project	External Stakeholder's Influence on project	Impact of Project on External Stakeholder	Phase of Project of Greatest Interest (initiation, planning, construction, operation, dismantling)
Danish Nature Agency	The geotechnical surveys performed in connection with the environmental impact assessments pointed to the presence 5000 stones (up to 30 tons) on the seabed. DONG Energy's subsequent detailed seabed surveys have documented a considerable number of large stones in large parts of the seabed. Stones had to be removed for construction technical reasons before commencing the construction of the offshore wind farm.	Raised concerns in 2009	<p>Danish Nature Agency has approved in 2011 the plans for establishing approximately 28 artificial reefs within the 88km² wind farm area. The artificial reefs are placed where they will create no nuisance for the construction process.</p> <p>The stones were re-laid, creating various cavitation structures resulting in a biological gain. The wind farm will thus contribute to ensuring optimum breeding and living conditions for animals and plants specially attached to reefs (hard soil flora and fauna).</p>	Initiation, Construction, Operation, Dismantling
Vestas AS			Vestas and DONG Energy have entered into a cooperation on testing of Vestas' new V164-7.0 MW offshore wind turbine at DONG Energy's demonstration site in the waters off Frederikshavn. Vestas will be supplying a V164-7.0 MW turbine, which is a dedicated offshore wind turbine designed specifically for the harsh conditions at sea.	Future: Wind turbine evolution
Danish Navy	Several 400 kg sea mines were detected in the area and had to be exploded by Navy Seals in 2010	Problem solving		Initiation

MEGAPROJECT Project Management

Project Organisation

Client Project Team Size & Structure	Anholt Offshore Wind farm : a Board (7 members), 5 coordinators and a secretariat
Contractor Project Team Size and Structure	DONG Project manager Claus Bøjle Møller ; approx. 60 people for operational tasks ; 5 persons involved in HR, PR and liaison at headquarters
Sub-Contractor Project Team Involvement	Each of the 23 main sub-contractors have own project management; total employed staff on a continuing basis :1000 persons (in total 3000 people involved); permanent difficulties in recruiting some expert skills. One hundred vessels also were involved in the construction.

Project Tools and Techniques

Please ✓ if present, x if absent , leave blank if unknown

Life-Cycle Costing Approaches Project Management Software **X** Lessons Learnt Transfers **X**

Stakeholder Involvement **X** Relationship Management Tools Team Building Tools

Building Information Modelling (BIM) Project Knowledge Management Tools Competency framework **X**

Other Tools and Techniques or More Information

Hydrographics, Seabed mapping, Geotechnical probing and analysis, Aerodynamics coupled to weather models, Fish migration tools, Bird migration models , 3D Visualisation tools (landscape, buildings) , Competence build up workshops, etc.

Project Processes

Risk Management Processes	Normal best practices, subject to inspections and random checks by Energistyrelsen
Environmental impact processes	<p>-An environmental management system; including e.g., minimization of the risk of chemical and oil spills, were implemented in the construction and operation phases. Measures which are not directly connected to the wind farm included e.g., devices for scaring sea mammals away during pile driving of the foundation piles and marking of the working area in order to minimize the risk of ship collisions during the construction phase.</p> <p>-The Danish transmission system operator, Energinet.dk, was assigned the responsibility of carrying out the preliminary studies and preparing the EIA for the project. The EIA comprises the offshore wind farm including array cables up to the substation connection. The statement addressed: pile driving and noise affecting fish, forceful fish migration effects, bird habitat, disturbances of seabed, visual impact, bird collisions</p> <p>The complete statement and related technical background reports can be obtained from Energinet.dk or can be downloaded from the Danish Energy Agency's website at www.ens.dk</p>
HR Management Processes	Centralized expert skills HR management at DONG , Siemens Wind Power and NEXANS
Procurement Management Processes	As the pre-qualification databases Sellihca/Achilles (which is pre-notified in TED on a yearly basis by Achilles) was often be used for procurements in the Anholt project., DONG Energy encouraged potential suppliers to register in this pre-qualification database. When using the pre-qualification database there were normally no call s for tenders via TED. Because of DONG Energy's ownership, DONG had the opportunity to waive the obligation to call for tenders by procuring via SKI-contracts
Integration Management Processes	Not present , except at Siemens Wind Power
Scope Management Processes	Not present
Time Management Processes	Very detailed time management by a coordinated system across partners (smart business network)
Cost Management Processes	Decentralized to each partner , all working on fixed price
Quality management Processes	Central with DONG Energy, decentralized by each main sub-contractor. Independent experts were involved in the final hand over to the new owners in May 2013, without any deficiencies being identified,
Communications Management Processes	DONG Energy , unless news vetted by it and distributed by partners

MEGAPROJECT Project Performance

Aspects of Performance Concerned with Doing the Project Right

	Original Targets and changes to targets	Actual Achievements Against Targets
Performance relating to time	<p>Anholt was commissioned In October 2013 (concession granted Summer 2010) “an unofficial world record from starting to plan to installing monopiles”. The last turbine was put on service 19/5/2013. Celebration was 08/06/2013, Inauguration by Queen was in October 2013 The Danish developer sees Anholt as a test of how far it has got in terms of applying its growing know-how in offshore projects and streamlining installation, given the tight time frame set out in its concession from the Danish government</p>	<p>ON TIME, Monopiles were already being installed by Ballast Nedam's Svanen and the transition pieces by the heavy-lift vessel <i>Jumbo Javelin</i> since Feb 2012 (1st monopile put in 31/12/2011 18 months after formal concession) . A2SEA's <i>Sea Power</i> installed the Siemens 3.6MW turbines for four to five months from September 2012 , and <i>Sea Worker</i> installed turbines from December 2012 for four months. A2SEA's flagship <i>Sea Installer</i>, commissioned in China, arrived at the site at the beginning of February 2013 — when <i>Sea Power</i> had carried out about 50 installations — and work there for a further 3 months. By official commissioning in October 2013, some of the first turbines had been in service for one full year.</p>
Performance relating to cost	<p>Fixed cost</p>	<p>ON COST but cost was high. 1) An analysis of April 2011 prepared by the auditing and consultancy company Deloitte on behalf of the Danish Ministry of Climate and Energy indicates the possibility of reducing prices for the construction and operation of future offshore wind farms. The analysis also concludes that the high transfer price for the construction of Anholt Offshore Wind Farm is caused by the fact that the tender conditions did not offer the tenderers sufficient flexibility. An example of this is the short time frame and the strict penalties. In addition, the invitation to tender coincided with a period in which the production of wind turbines and foundations could not keep up with the increasing demand for offshore wind farms, primarily from Germany and the United Kingdom. 2) Main sub-contractor MT Hoejgaard (Civil engineering Div.) has in 2011 incurred big losses and high volume growth, with future related risks on the project and itself; same for AH Industries (wind mill towers and nacelles)</p>
Performance related to achieving specification	<p>The wind farm site has areas with very difficult seabed conditions, which at best entailed extra installation costs, but it could also mean that some of the initially proposed wind turbine locations had to be abandoned</p>	<p>ON or BETTER THAN SPECIFICATION.</p>

Aspects of Performance Concerned with Doing the Right Project

Stakeholder or Stakeholder Grouping	Original Aims of Project Involvement and Changes to these Aims	Achievement of these Aims
Energitnet.dk (Power grid)	Power grid elements to be financed and installed by this party. The transformer platform increased the voltage from 33 to 220 kV for transporting the alternating current power 25 kilometers (16 mi) to land through a single 3-conductor cable (diameter 26 cm/10 in) and a further 56 km (35 mi) to Trige (near Aarhus) where a 400 kV main power hub distribute the power	ON SPECIFICATION or BETTER (depending on wind levels)
Parlament and DONG Board	The governance scandal which emerged in March 2012 around ex-CEO Anders Eldrup (dismissed) did eventually not affect the project, as he wanted to double wind farm investments and change the business model ; future projects may be more affected than this one though as large pension fund ATP withdrawn for a while its commitments to DONG wind projects.	ECONOMIC AND SOCIAL GOALS MET Internal governance disruptions at main contractor for a while.
Safety and security	Safety and security maneuvers were carried out, and are on a regular basis, by the Danish Navy	

MEGAPROJECT Project Environment

Legal and Regulatory Environment

Legal and Regulatory Project Environment (regionally, nationally and Europe wide)	As a utilities company DONG Energy must abide by the Utilities Directive: “Directive 2004/17/EC of the European Parliament and of the Council of 31 March 2004 coordinating the procurement procedures of entities operating in the water, energy, transport and postal services sectors” in its procurement. DONG Energy has procured within established framework agreements. If no relevant framework agreement existed for a specific purchase, DONG Energy procured by Contract Notices published in the Official Journal of the European Communities (TED). DONG Energy also published its Contract Award Notices in TED
Specific Legal and Regulatory events impacting on the project	-During construction of the offshore wind farm, considerations were made to the potential adverse environmental impacts identified in the Environmental Impact Assessment (EIA) in order to minimize these as much as possible within the technical, financial and time-related framework of the project. This also applied to the planning of activities in the construction phase -As of 1 November 2011, and untill October 2013, the naval authorities had specified the area around Anholt Offshore Wind Farm to be a 'restricted area at sea'. This means that as of 1 November 2011, navigation, anchoring, fishing, diving and works at the seabed, which are not related to the construction of the wind farm, were prohibited. All mariners were notified of the restriction area through 'Efterretninger for Søfarende' (Notice to mariners), EfS 40/1100 2011. All restrictions were lifted in October 2013.

Political Environment

Political Project Environment	Danish government has set a goal of reaching 30% renewable energy in 2020; by 2013, Anholt wind farm allowed danish domestic wind energy production to reach 1 GW. The previous 30 % goal has been raised, post project completion in 2013.
Specific Political Events impacting on the project	In February 2008, the Danish government and a number of the parties of the Folketinget reached consensus on the Danish energy policy for the period of 2008-2011. As a consequence of the energy political agreement and the following 'Offshore wind farm action plan 2008', the parties behind the energy agreement decided that an offshore wind farm should be erected in the waters between the island of Anholt and Djursland.

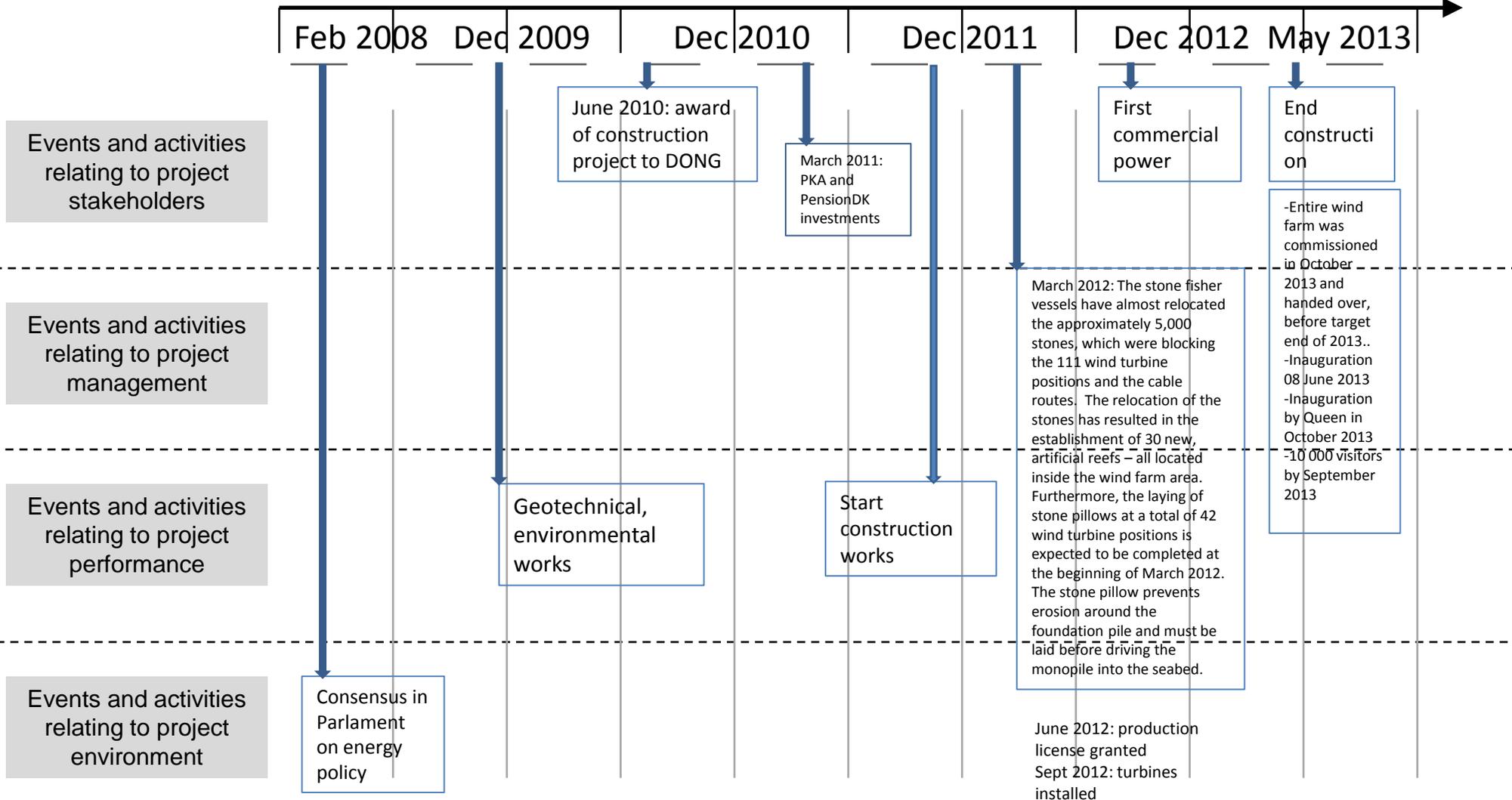
MEGAPROJECT Project Environment

Economic Environment

Economic Project Environment	<p>-DONG Energy is ensured a fixed payment of 105.1 ore/kWh (without price adjustments) for the first 20 TWh (20,000,000,000kWh), which corresponds to approx. 12 years – depending on the wind. After that period, the generated power is sold on market terms without any subsidies. As part of the tender conditions, the wind farm had to supply the first power by the end of 2012 (was achieved in December 2012) , and the complete wind farm must be in operation by the end of 2013(last turbine was put in service 19 May 2013,, and project was certified in May 2013). Non-compliance of these dates was subject to penalties which could have reached DKK 1 billion in total.</p> <p>-Therefore, the entire wind firm had to be in operation within three and a half years at the latest from award of the license and consent to carry out preliminary investigations in the wind farm area.</p> <p>-DONG Energy was bearing all economic risks in connection with the construction and operation of the offshore wind farm, e.g. the price of wind turbines and foundations, uncertainty about the bearing capacity of the seabed, and adverse weather conditions, which makes the work in the area difficult. Furthermore, the actual wind conditions in the construction period up to hand-over were naturally uncertain.</p> <p>-Third party assessment : In connection with the award of license to DONG Energy, Ernst & Young prepared a third party assessment on behalf of the Danish Ministry of Climate and Energy of DONG Energy's tender price of DKK 105.1 ore/kWh. The assessment concluded: "We conclude that a fair tender price for the first 20 TWh is within the following interval: Anholt Offshore Wind Farm 99.3-118.4ore/kWh . The analysis shows that DONG Energy's tender price of 105.1 ore/kWh for the first 20 TWh is considered a fair market price given the present market situation and tender conditions."</p>
Specific Economic Events impacting on the project	<p>-The Danish Ministry of Climate and Energy invited tenders for Anholt Offshore Wind Farm on 30 April 2009, and on 2 July 2010, the Danish Energy Agency announced that DONG Energy had been awarded the license for construction and operation of the Anholt Offshore Wind Farm</p> <p>-The Danish Energy Agency 28/11/2011 approved Pension Danmark and PKA as partners in the concession agreement on construction and operation of the Anholt Offshore Wind Farm agreed in 2010 between DONG Energy and the Danish Energy Agency.</p> <p>-Project certification took place in May 2013,</p>

MEGAPROJECT Project Key Events and Activities Timeline

TIME



Additional Data sources

- <http://www.dongenergy.com/anholt/EN/Pages/index.aspx>
- <http://www.windandwater.dk/3-references.html>
- http://www.rechargenews.com/energy/wind/article299960.ece?WT.mc_id=rechargenews_rss
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- Environmental assessment reports prior to concession : <http://www.ens.dk/da-DK/UndergrundOgForsyning/VedvarendeEnergi/Vindkraft/Havvindmoeller/Miljoepaavirkninger/Miljoundersogelser%20for%20specifikke%20projekter/Sider/Forside.aspx>
- <http://www.business.dk/green/dong-skandale-kan-skade-vindeventyr>
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