



IN ASSOCIATION WITH

OFFSHORE WIND CONFERENCE, EXHIBITION & DINNER 28 & 29 JANUARY 2019 GLASGOW

















Claire Mack Chief Executive Scottish Renewables



Industrial strategy and Scotland's blue economy



Matthew Taylor Deputy Director – Carbon Capture and Renewables Sector BEIS, UK Government

Scottish Renewables Offshore Wind Conference

28 January 2019



A SEA OF OPPORTUNITY

Offshore Wind Industry Council Proposal to Government for a Sector Deal.



Source: ONS International Comparisons of Productivity, ONS Labour Productivity Introduction





Productivity gap between the UK's frontier and non-frontier businesses



Gross Value Added per worker (Constant Prices). Source: ONS (2017) Understanding firms in the bottom 10% of the labour productivity distribution in Great Britain: "the laggards", 2003 to 2015

Source: Andrew Paterson (Business and Local Growth Analysis in BEIS) at BEIS Conference Centre, 28 Feb 2018

Source: The Industrial Strategy

Source: https://www.slideshare.net/statisticsONS/the-uk-management-and-expectationssurvey-first-results?from_action=save



Source: ONS (2017) "Subregional Productivity: Labour Productivity." Ordnance Survey Data © Crown Copyright 2017*NUTS3 statistical region classification

Source: The Industrial Strategy

Industrial Strategy differs seeks to break down policy silos and think about what it means for people, businesses and places

Industrial Strategy is built on 5 foundations





2030 vision for an offshore wind sector deal

- £48bn investment in UK infrastructure
- Five fold increase in exports
- £2.4bn reduction in electricity costs to consumers
- 27,000 skilled jobs



Delivering Prosperity and Productivity through Clean Growth:



Turning vision into reality?

Inputs	Activities	Outcomes	Impacts
Private funding	Spending on infrastructure	Sustainable funding models	Increase in GVA/productivity
Government input			
Degulateru ekonoo	Establish new funding	New facilities	Increased efficiency
Regulatory change	arrangements	New Technology	Clean growth, health
Government	Develop new		benefits etc
collaboration	programmes/technology /models	New legal/regulatory frameworks	Increased FDI
Private sector			
collaboration	Change in regulation etc	New skilled jobs	Increased exports
		Increase in R&D	Increase diversity
		New collaboration	Reduced regional inequalities

Kersti Berge Director of Energy and Climate Change Scottish Government

KERSTI BERGE

DIRECTOR FOR ENERGY AND CLIMATE CHANGE



Scottish Government Riaghaltas na h-Alba gov.scot

SCOTTISH GOVERNMENT SUPPORT



SCOTTISH ENERGY STRATEGY

Scottish Energy Strategy: The future of energy in Scotland



AN INCLUSIVE A WHOLE-SYSTEM **ENERGY TRANSITION** VIEW A SMARTER LOCAL ENERGY MODEL

December 2017

DRIVING OFFSHORE WIND



SUPPLY CHAIN



Claire Mack Chief Executive, Scottish Renewables

Matthew Taylor

Deputy Director – Carbon Capture and Renewables Sector, BEIS, UK Government

Kersti Berge

Director of Energy and Climate Change, Scottish Government

Guy Madgwick

Chief Executive Officer, Red Rock Power

David Walker

Offshore Development Director, ScottishPower Renewables

Dr Stephen Wyatt

Research and Disruptive Innovation Director, ORE Catapult

Steve Chisholm Operations Director, Global Energy Group

Andrew McCallum

Managing Director, Aspect Reputation Management and Strategic Advisor, Global Underwater Hub





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Project speed-update: In development



Colin Maciver Development Manager Crown Estate Scotland

Mark Timmons Offshore Bid Manager SSE - SeaGreen Phases 1 & 2



Offshore Bid Manager

SSE in Offshore Wind



Ownership: 50% 504MW capacity 140 turbines

Arklow Bank

Ownership: 100% Minimum 520MW



Ownership: 50% 3.6GW capacity



<u>Walney</u>

Ownership: 25.1% 367MW capacity 102 turbines



Ownership: 40% 588MW capacity 84 turbines



Ownership: 100% 3.8GW capacity



In development

Firth of Forth : Seagreen Zone

- Round 3 Zone : jointly developed with Fluor now wholly owned by SSE
- Total area: 2,865km²
- Distance offshore: 27km 80km
- Water depth: 30 70m
- Development area (< 50m) ~ 1,000km²
- Development capacity up to c4GW
 - Phase One 1,500MW
 - Phase Two ~1,400MW
 - Phase Three ~900MW





Contract packages

- Wind Turbines
- Wind Turbines Transport & Installation
- Marine Installation
- Electrical Systems Infrastructure
- Operations and Maintenance
- Ports:
 - Operations & maintenance
 - Wind turbines staging
 - Foundations Staging





Indicative timeline





Seagreen 2 and Seagreen 3

- Indicative Capacity
 - Seagreen 2 1400MW
 - Seagreen 3 900-1850MW
- 2019 Scoping
- 2022 Consent
- 2025 Construction
- 2027 Operational











seagreenwindenergy.com



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Ian Johnson Project Manager Red Rock Power - Inch Cape

Inch Cape Offshore Limited

Ian Johnson – Inch Cape Project Manager



Introduction to Red Rock Power

- In May 2016 SDIC Power acquired Repsol's New Energy UK business unit,
- Business renamed Red Rock Power and is SDIC investment vehicle for European Renewables,
- Headquartered in Edinburgh, Scotland,
- Approximately 50 staff with a focus to date on offshore project delivery (c.80 by mid 2019),
- Red Rock Power currently owns:
 - 25% stake in Beatrice offshore windfarm, in construction,
 - 100% of the Inch Cape offshore wind farm, in development,
 - 100% of Afton Onshore Wind Farm, operational since September 2018.



Overview of Inch Cape Project



- Project located in North Sea, 15km off Angus coastline,
- Grid connection offer for 700MW connection at Cockenzie, East Lothian accepted in 2012,
- Offshore Consent for 110 turbines granted in October 2014,
- Onshore Consent application submitted lo Local Authority in March 2018 and 'called in' by Scottish Government in April 2018,
- New Offshore Consent for 72 larger turbines submitted in August 2018.

Inch Cape - 2 Stage Contract Strategy



Inch Cape - 2 Stage Contract Strategy


Inch Cape Offshore Limited



Carlos Cerezo Project Director EDP Renewables - Moray West



Scottish Renewables – Offshore Wind Conference

Introduction to Moray West OWF – Carlos Cerezo, Project Director

28 January 2019

Moray West Offshore Wind Farm

- Introduction
- Current activity
- Milestones
- Challenges and Solutions
- Supply chain and North of Scotland Cluster



Moray West - Introduction

- Project company with sponsors EDPR (majority) and ENGIE
- Headquartered in Edinburgh
- Over 100 staff in Edinburgh
- Moray West benefits from success of Moray East
- Moray West benefits from access to Moray East, EDPR and ENGIE expertise





Moray West – Current activity

Key Characteristics:

- Located over 22km from the coast.
- Water depth range: 35-54m
- Nominal capacity of 800MW
- Grid connection secured at Blackhillock in Moray, near Keith.
- Seeking consent for up to 85 turbines with max tip height 265m.
- WTG in the range of 164 230 m rotor diameter.





Moray West – Milestones

Key Milestones:

- EIA Scoping in 2016
- Offshore & Onshore consent applications submitted Summer 2018, Addendum in November.
- Targeting participation in the next UK CfD Round in 2019.





Moray West – Issues, Challenges & Solutions

- Multiple variables in building commercial model:
 - Procurement model
 - Utilising innovation
- CfD timetable

• Staff resourcing



By Andreas Trepte - Own work, CC BY-SA 2.5, https://commons.wikimedia.org/w/index.php?curid=4111831



Supply Chain Opportunities - North Scotland Offshore Wind Cluster

- Multi package or EPCI
- An 'Established' Cluster Deep water offshore wind specialism
- Hub and spoke model across Highlands and Islands
- Operational projects; In-construction project, in development project; further pipeline
- Major supply chain facilities
- Start of wider engagement and awareness raising BUT need Sector Deal confirmed



Cluster 'Champions':







THANK YOU



Allan MacAskill Director MacAskill Associates – Kincardine Offshore Wind



Kincardine Offshore Windfarm Limited

Project Update

Kincardine Project

- Maximum Output 50 MW
- Location 15 km east of Aberdeen/shire coast
- Turbines
 - 5 x 9.5 MW Vestas V164
 - 1 x 2 MW Vestas V80
- Grid Connection
 - Grid connection at Redmoss
- Operational life
 - 25 years
- First Generation summer 2018
- Project Completion early 2020



Semi-submersible Substructure

- Fabricated in Steel
- Triangular semi submersible structure
- Tower over one buoyancy chamber
- 3 mooring lines
- Installation of turbine at yard
- Tow and operation in semi-submersible mode
- Maximum dimensions :
 - Tip height up to 191 m
 - Rotor diameter 164 m



Onshore Facilities

- Constructed in 2018
- Substation at Redmoss adjacent to:
 - Grid connection
 - Hydrogen centre
- Substation dimensions
 - Compound 15 x 26 m
 - Building 13 x 4





Turbine Assembly 2018







Leaving Dundee 2018



Preparing for Tow 2018







Under Tow 2018



Moorings Installation 2018









Cable Lay 2018



Cable Lay 2018



Next Steps

2019 activities

- Manufacture of turbines and substructures
- Preparatory offshore works

2020 activities

- Installation of moorings / second subsea cable
- Delivery of turbines and substructures
- Assembly and installation of turbines
- Completion of project



Kincardine Offshore Windfarm Limited

Allan MacAskill

Director

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Carlos Cerezo Project Director, EDP Renewables

Allan MacAskill Director, MacAskill Associates

The global outlook



Jenny Hogan Deputy Chief Executive Scottish Renewables

Alastair Dutton

Managing Director, Advent.re & Chair of GWEC Global Wind Task Force

Taking Offshore Wind Global

28 Jan 2019

Alastair Dutton





Offshore wind - a maturing industry







Thank you



nt.re alastair



Jenny Hogan

Deputy Chief Executive, Scottish Renewables

Alastair Dutton

Managing Director, Advent.re & Chair of GWEC Global Wind Task Force

Alan Duncan

Business Development Consultant, Windhoist

Dr Mark Leybourne

Associate Director, ITPEnergised

Jo de Montgros Partner, Everoze

Paul O'Brien

Specialist - Energy & Low Carbon, Scottish Development International

Séamus McCabe

Vice President, Green Investment Group

Jenny Hogan Deputy Chief Executive Scottish Renewables







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Scotland's place in the offshore world: building a global industry



Claire Mack Chief Executive Scottish Renewables



Paul Wheelhouse MSP

Minister for Energy, Connectivity and the Islands Scottish Government

Jim Smith Managing Director SSE Renewables

Jason Fudge Chief Operating Officer DF Barnes

Offshore Renewables

Positioning Scotland's Supply Chain for Success





Overview

About JV Driver & DF Barnes

Why Scotland?

Moving Forward

Diversification

Strengthening the Supply Chain

Expansion & Investment

Working Together











One of Canada's Largest Industrial Contractors

Operations throughout North America, the Caribbean, West Africa, and the UK

Comprised of 8 Business Units

Industry Leading Safety Systems, Culture, and Performance



About DF Barnes

Over 85 years of marine and offshore experience in Eastern Canada

Specialists in subsea fabrication and marine maintenance

Joined JV Driver Group in 2008

Leads the activities of its Marine Enterprise







Why Scotland?

Global Leader in Offshore Renewables Strong Pipeline of Projects Government Support for the Sector Market Diversification Synergies with Canadian Business Motivated and Skilled Workforce Alignment with Values and Work Practices Export Potential to Emerging NA Market



Path Ahead for BiFab

Phase 1 Stabilize & Invest in Existing Markets

Phase 2 Sector Diversification

Phase 3 Geographic Expansion





Strengthening the Scottish Supply Chain

Leveraging O&G Expertise

Innovation and Investment

Continuity and Backlog

Appropriate Distribution of Risk

Challenge of Increasingly Tighter Margins

Maximum Opportunity for Local Supply:

Levers in the Sector Deal? Developer Targets and Incentives?











Diversification

Energy markets can be highly cyclical and dependent on major project sanctioning

A strong well-diversified book of business helps to eliminate peaks and troughs

> Renewables Oil and Gas Maintenance Decommissioning Export Environmental



Expansion and Investment

Leveraging JV Driver Group clients and projects globally

North American and European Renewables

Capital Investment is required to improve competitiveness

Steady order book is critical to developing a highly trained and sustainable work force







Working Together

Scottish Government support has been First Class

A strong, progressive relationship has been established with union partners

Infrastructure Working Group

Scottish Enterprise and Highlands and Islands Enterprise

Fife Council

Stakeholder engagement efforts ongoing



Offshore Renewables

Positioning Scotland's Supply Chain for Success

Thank You





Claire Mack

Chief Executive, Scottish Renewables

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Minister for Energy, Connectivity and the Islands, Scottish Government

Jim Smith

Managing Director, SSE Renewables

Jason Fudge

Chief Operating Officer, DF Barnes





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From planning to deployment



Patricia Hawthorn Partner Shepherd + Wedderburn

Helena Gray Deputy Director Marine Scotland John Robertson Senior Manager Crown Estate Scotland





SR Offshore Wind Conference Parallel 4A: From planning to deployment John Robertson

29 January 2019

Crown Estate Scotland

- Set up following the Scotland Act 2016
- Manage land and property owned by the Monarch in right of the Crown





From planning to deployment

- Seabed agreements
- Support development





ScotWind Leasing update

- Progress to date
- Current position
- Next steps





ScotWind Leasing timescale

- May 2018
 - Discussion Document set out options
- November 2018
 - Timescales and Next Steps firmed up sequencing
- January 2019
 - Update on intended timings





Wider considerations and conclusion

- Sector Deal development
 - Clusters
 - Vision
- Look ahead





Neil Douglas Director BVG Associates

Nancy McLean Offshore Development Manager EDF Renewables



Scottish Renewables Offshore Wind

Nancy McLean

29//01/2019



EDF Renewables offshore wind projects in Europe



Changes for project delivery processes since SWT and Round 3 leasing rounds

- Route to market from ROC to competitive allocation for CfD
 - Impact upon Regional Developer Groups
- Ground conditions and construction requirements are pivotal
- Development of technology and effect on design envelope
 - Speed v consequence of planning delays
- Just what is 'worst case' wrt EIA & HRA (most probable v worst case)?
 - Development of counterfactual population models for birds and marine mammals
 - Approach to HRA (beyond scientific reasonable doubt)
- Post consent monitoring needs to be able to answer specific questions



Initiatives to identify and fill knowledge gaps to reduce consenting risk

- COWIE, SOSS, NERC, MASTS...
- Scottish Offshore Renewables Research Framework (SpORRAn)

- Receptor specific groups. Stakeholder, policy and industry representatives.

- \rightarrow Scottish Marine Energy Research (ScotMER) programme
- TCE SEA Research & Seminars
- Offshore Renewables Joint Industry Programme (ORJIP)

- ORJIP 2

- Post consent monitoring to reduce uncertainty around size of impact
 - Very hard to monitor consequence of impact at a population level



Further changes we should expect for ScotWind projects

- Market parity for CfD tenders in the 2020's
- Increased local spend delivered through the Scottish Government & Sector Deal commitments
- Technology to continue to develop design envelope evolution
- Incorporation of new knowledge of impacts upon receptors, the consequences on the receiving population, and assessment methodology into EIA and HRA




Patricia Hawthorn Partner, Shepherd + Wedderburn Helena Gray **Deputy Director, Marine Scotland** John Robertson Senior Manager, Crown Estate Scotland **Neil Douglas Director, BVG Associates** Nancy McLean Offshore Development Manager, EDF Renewables





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ORE Catapult session 1: Disruptive Technologies

Tweet @ScotRenew @ ORECatapult #SROFFSHORE19

Andy Macdonald Senior Innovation Manager ORE Catapult

Tweet @ScotRenew @ ORECatapult #SROFFSHORE19

Jo de Montgros Partner Everoze

o⁰⁰o everoze

Disruptive Innovation

Jo de Montgros 29th January 2018

experts | evolving | energy



Freiburg

Emerging markets

Trends – Resulting Business Models

clients accelerate the transition to a decarbonised

energy system.



Disruptive

Innovation

Why (trends)

everoze 000

Increased renewables

Energy Mix

Renewables as part of baseload



Technical Innovation

Simulation



Controls



Power control

Digital twins

Driver: Price optimisation for time, location, forecast accuracy, cannibalisation risk, etc.

Business models

Models: New revenue stacks **Creative PPAs** Virtual power plants

Leading to: Multi technology platforms and financing

Challenge: **Risk Allocation**

Benefit: Optimised and reliable integrated systems

Everoze

Impact



Source: Everoze, historical analysis based on OMIE day-ahead prices and REE production data, 2014-2017 period



Disruptive Innovation everoze

6

Why (trends)	Technical Innovation	Business models	Impact
	Industrialisation	Driver: Competitiveness focus	Challenge: Barrier to new entrants
Subsidy Free	Scale up	Models: Engagement in advance of traditional milestones.	Benefits: Reduced costs for consumers Reduced safety risk exposure Good grid citizens Regional economic benefit
Auctions / Competition	Installation methods	Leading to: Wider partnerships Novel fee structures and risk sharing approaches.	Everoze





Flexibility requirements for future markets lead to new risks, that have previously been inherently mitigated in offtake structures.

Investors will need to find new ways to manage these risks through new:

Modelling tools Ownership models Contract structures Insurance products Cost reduction demands increased engagement and partnership across the value chain

Information sensitivity and cross project competition creates challenges

Partnership models align objectives

Leading to holistic management of stakeholder requirements.

Optimised, reliable, safe systems – happy stakeholders and happy investors

Thank You



Professor Helen Hastie ORCA hub- Heriot Watt

View presentation <u>here</u>

Saul Matthews Head of Business Development Synaptec





- Synaptec does what?
- Core technology
- Applications offshore

Light-speed network awareness

- Next generation, hyper efficient, distributed instrumentation
- Focused on reducing network outage and operating costs
- Developed for transmission, deployed in UK FITNESS program
- First offshore wind deployment in 2019







Technology platform

Leverages existing optical fiber,

for distributed and passive sensing,

with unprecedented efficiency & cost

Completely unique and patent protected sensing solutions, easily integrated with existing fiber

Free from:

- Power supplies
- Copper wiring
- GPS
- Data networks
- Housings



Offshore Wind

- 1 fault per year for every 140km of array cable in UK, costing 1 month & £12m to fix*
- Needs human intervention and several days to locate which cable failed
- Refase[™] finds it in 1ms and puts workable WTG back to production
- Reduces outage by ~5 days, saving £70K lost income per day
- eliminates damage to HV assets, and engineer H&S risk
- \$8M OpEx saving + better availability over 25y array operating life





REACTION

- Renewable Energy Array Cable and Termination Instrumentation using Optical sensor Networks
- Trial of Synaptec's Refase system on OREC's 7MW Levenmouth Demonstration Turbine in 2019-20



- Enabling differential current protection as before, but also
- Exploring scope for better analytics;
 - electrical, structural and mechanical monitoring in WTG & cables
 - power quality monitoring
 - cable failure prognostics and predictive maintenance





Key points

- Light speed awareness of decentralized power networks
- 50:1 more efficient measurement for better management
- Reduced size, complexity and cost of instrumentation
- Saves \$millions in CapEx & in OpEx





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Back up slides



Distributed electrical and mechanical sensing





Bespoke electromechanical solutions

One system for combined electromechanical monitoring



Protection & termination temperature monitoring



Fault location, power flow & power quality



Line sag, galloping, fault characterisation



Better informed maintenance decisions

Gunnar Prytz Chief Technology Officer Miros Group

Gunnar Prytz, Ph.D. Chief Technology Officer Miros AS Solbraaveien 20 NO-1383 Asker, Norway



METOCEAN MEASUREMENTS AS-A-SERVICE

SHORT OVERVIEW OF MIROS



- Miros was founded in 1984 and the first Wave Radar was installed in the North Sea that year.
- Miros makes instruments and systems for monitoring of ocean waves and surface currents, water level, oil spill, speed-through-water and many other environmental parameters.
- Miros provides situational awareness to customers all over the globe in applications within offshore oil & gas, offshore wind, shipping and monitoring of coasts, ports, rivers, fjords and lakes.
- We are close to 50 people located in Asker, Norway and Aberdeen, Scotland with app. 25% working on R&D. Revenues were close to 10 MUSD in 2017.

Vision

Leading provider of Ocean Insights

Mission

Measuring the Ocean surface to help customers make better decisions

WHAT?	Metocean measurements as-a-Service
WHERE?	Offshore wind farms, SOVs
WHO?	Owners and operators, personnel onshore and offshore
WHY?	Situational awareness, safety, data science, digitalization
HOW?	Metocean information easily accessible in real time anywhere

Traditionally, Metocean systems have been complex to install, integrate and use. This is an obstacle preventing efficient usage of this type of information for digitalization.

With new technologies from the Internet-of-things domain this is no longer an issue.



KEY APPLICATIONS FOR METOCEAN MEASUREMENTS

- Situational awareness beyond forecasts
- Analysis of structural stress on the windfarm constructions
- Trip planning
- Crew transfer safety
- SOV (compensated) gangway operation
- Crane operations
- · Maintenance activities close to the water
- Vessel activities close to constructions
- Optimization of bidding for operational contracts
- Post operation and incident analysis
- Helicopter operations



A PORTFOLIO OF MODERN IOT SENSORS & SYSTEMS



Cloud applications have to be delivered **as-a-Service**

The complete Metocean solution can thus be delivered in two ways:

- 1) A hybrid sale/aaS delivery
- 2) A pure aaS delivery

Where is the offshore wind business going with respect to service based business models?



Cloud applications for collection, storage, processing, presentation and distribution

A new way of collecting and sharing realtime and historical Metocean data to any user, anytime, anywhere.

High reliability and low operating costs.



Radar based IoT sensors

INTEGRATION FROM SENSOR TO CLOUD



- Miros Cloud is a set of services that adds value to Miros sensors and systems
 - Data collection from Miros sensors
 - Data collection from 3rd party sensors
 - Data storage
 - Data visualization in real-time UIs
 - Data download/data push/data API
 - Integration of 3rd party data and services (weather forecasts, tidal, AIS etc.)
 - Device management and access control





IOT TAKES METOCEAN TO THE NEXT LEVEL

• SHARING OF DATA REAL-TIME DATA IN • THE HANDS OF ALL **OPERATIONAL** PERSONNEL Collecting Metocean data directly to the cloud; making real-time and S historical data available for all uses and users, anytime, anywhere. FORECASTS AND HISTORICAL DATA FOR REAL-TIME DATA FOR INCIDENT ANALYSIS, **O&M PLANNING AND** STRUCTURAL MONITORING FOLLOW-UP AND DESIGN VRIFICATION

METOCEAN FOR OFFSHORE WIND – THE BIG PICTURE



31.01.2019

Offshore wind has an extensive offshore infrastructure and many actors involved both onshore and offshore. Access to reliable information in real time is key to achieving digitalization in practice.

C

The Miros IoT solution supports multiple wind farms/vessels/operations centers/users and can be integrated with Offshore Management Systems.

∽



MIROS SOLUTION FOR OFFSHORE WIND



31.01.2019

70

SUMMARY - MIROS METOCEAN AS-A-SERVICE



- COST REDUCTION Modern, dry IoT sensors with high reliability and low operating cost. Installation & Maintenance via local personnel. Reduced CAPEX through as-a-Service Model. Reduced OPEX through optimization of operations.
- RISK REDUCTION Real-time situational awareness for all operational purposes – increased weather windows and enhanced safety at sea.
- DATA AVAILABILITY Holistic environmetal overview across entire organization and teams for planning and analysis.
- SCALABILITY across multiple assets, systems and users.



Andy Macdonald Senior Innovation Manager, ORE Catapult Jo de Montgros Partner, Everoze **Professor Helen Hastie ORCA hub – Heriot Watt University** Saul Matthews Head of Business Development, Synaptec **Gunnar Prytz** Chief Technology Officer, Miros Group




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Scotland plc: a globally competitive supply chain



David Stevenson Head of Energy Supply Chain Scottish Government

David Stevenson

Head of Energy Supply Chain, Scottish Government

Claire Canning

Project Development Manager, ORE Catapult

Lesley Black

Sales and Marketing Function Leader, CS Wind

Robin Presswood

Executive Director - City Development, Dundee City Council and Spokesperson Forth & Tay Offshore

Philip Taylor

Director, Limpet Technology

Simon Miller

Business Development Manager, Renewables and Subsea Projects, Oceaneering





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ORE Catapult session 2: O&M for Scotland - maximising the opportunity

Tweet @ScotRenew @ ORECatapult #SROFFSHORE19

Hazel Gulliver Director of Policy & Regulation ScottishPower Renewables

Andy Kay Head of Project Development ORE Catapult







O&M for Scottish Offshore Wind Overview of the Opportunity

29/01/2019 Andy Kay – Head of Project Development



ORE Catapult & O&M

- Operational Performance Directorate
- Engineering & Project Management
 - Technology Innovation & Demonstration
 - Academic & Supply Chain Support
 - Collaboration Agreements
- Focus areas:
 - O&M Excellence
 - Data and Digital
 - Robotics and Autonomous Systems
 - Balance of Plant (BoP)



Levenmouth 7MW Turbine

Scotland's Offshore Wind O&M Market

- Operational installed capacity in 2019 (0.3 GW)
- Potential installed capacity in 2030 (5.3 GW)

OPEX (2019) – £65,000/MW/year (avg.)

• £20 million p.a. addressable market

OPEX (2030) – £35,000/MW/year (est.)

• £186 million p.a. addressable market



Robin Rigg – 180 MW
Aberdeen Bay – 93.2 MW
Hywind – 30 MW
Beatrice – 588 MW
Inch Cape – 784 MW
Neart na Gaoithe – 448 MW
Seagreen – 1500 MW
Moray Firth – 1700 MW



Opportunities for the Scottish Supply Chain





Ref: A Guide to UK Offshore Wind Operations and Maintenance (Crown Estate)

Turbine O&M

- Blades
 - Access
 - External/internal inspection (automation)
 - Maintenance & repair (automation)
- Nacelle
 - Remote monitoring (e.g. novel sensors)
 - Advanced data analytics (e.g. machine learning)
- Technicians
 - Supply for turbine and H&S inspections
 - Remote supervision (e.g. augmented reality)
 - Health monitoring

Opportunity for Scottish Supply Chain - Low to Medium





Blade leading edge erosion

BoP O&M

Opportunity for Scottish Supply Chain - High





Ref: Oil & Gas people



Ref: 4C

Ref: CIP

- Seabed
 - Scour surveys (automation)
 - Sensing & data analytics
- Foundations
 - Structural health monitoring
 - Data analytics and predictive modelling
 - External/internal inspection (automation)
 - Protection (corrosion & biofouling)
- Cables
 - Online monitoring
 - Inspection (automation)
 - Repair (e.g. jointing)

- Onshore Logistics
 - Port facilities, equipment & staff
 - Inventory management tools
- Offshore Logistics
 - Advanced planning tools
 - Vessels (CTV and SOV scenarios)
 - Weather (turbine access forecasting)
 - Tasks (increase time between visits)
 - Weather and Seastate measurement/forecasting
 - Robust communication equipment & infrastructure

Opportunity for Scottish Supply Chain - Medium to High





Ref: Power-Technology

Challenges facing the Scottish Supply Chain



- *Commercial viability* will a solution/service provide value for money?
- *Technical validation* is a solution/service fit for purpose?
- **Demonstration** de-risk technologies, attract investment and add credibility

Summary

CATAPULT Offshore Renewable Energy

- Offshore wind O&M in Scotland
 - £186 million p.a. potential market size by 2030
- Largest opportunities for the Scottish Supply Chain
 - Supply of human personnel and port facilities
 - Offshore logistics planning tools
 - Advanced data analytics tools & services
 - Automation of O&M tasks (equipment & services)
 - BoPO&M
- Challenges can be addressed through collaboration with ORE Catapult

Contact us

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BLYTH

National Renewable Energy Centre Offshore House Albert Street Blyth, Northumberland NE24 1LZ





LEVENMOUTH

Fife Renewables Innovation Centre (FRIC) Ajax Way Leven KY8 3RS

HULL

O&M Centre of Excellence Room 241, 2nd Floor Wilberforce Building University of Hull HU6 7RX





ore.catapult.org.uk aorecatapult **Cian Conroy** Senior Manager Principle Power

View presentation <u>here</u>

Thomas Humphries Co-Founder Cognitive.Business

cognitive.business

"Extensive AI adopters had better financial performance. They are looking at AI as a growth opportunity by improving quality and creating entirely new products."

> SUSAN LUND Co-Author, Skill Shift Automation and the Future of the Workforce, McKinsey Global Institute Report

Tom Humphries, CTO and Co-Founder

2.4B

Machine Learning calculations every 10 minutes



Google

All

Tools

Settings

About 30,400,000 results (0.46 seconds)

Images

William Jack Poulter

News

William Jack Poulter (born 28 January 1993) is an English actor known for his work in the films Son of Rambow (2007), The Chronicles of Narnia: The Voyage of the Dawn Treader (2010), We're the Millers (2013), The Maze Runner (2014), The Revenant (2015), Detroit (2017), Maze Runner: The Death Cure (2018), and Black ...

Shopping

Videos

More

Will Poulter - Wikipedia https://en.wikipedia.org/wiki/Will_Poulter



About this result

Feedback

"Humble" A.I.

unitinn,

Where to begin?

Performance monitoring







Site-wide mapping Deep Learning used to automate and build the site-wide model

Outcomes

Automated | 3% resolution | Gained more value from existing data | Digitalising knowledge | Scalable and repeatable process | Live and Online

Key to A.I. Success

Insight is worthless without action

Intrinsically linked to transparency of the system, need to believe the output to action it

Humble AI - keep the human in the loop for maximum value



"Continuous improvement is better-than delayed perfection" MARK TWAIN

Phil Buchan Commercial Director Cyberhawk



Using Drone Collected Inspection Data to Significantly Improve Offshore O&M

Presented by Phil Buchan - Director

Contents

- About Cyberhawk
- Offshore Turbine Inspection
- Offshore Substation Inspection
- Offshore Metrological Mast Inspection

About CYBERHAWK

MIII.



CYBER**HAWK** Team

>60 Members of Staff

Pilots Inspection Engineers Surveyors Software Developers


Our Experience

Offshore Wind Farms

- Anholt
- BorWin
- Docking Shoal
- Dogger Bank
- Greater Gabbard
- HelWin
- Lincs
- Moray
- Race Bank
- Rhyl Flats
- Robin Rigg
- SylWin
- Teesside
- Trianel
- West of Duddon Sands

Onshore Wind Farms

- Scotland
- Republic of Ireland
- Northern Ireland
- England
- Denmark
- Germany
- Croatia
- Turkey



Offshore Turbine Inspection

Cyberhawk Inspection Process









- LS01 LS10 LS44
- LS46

>> <u>Offshore wind farm</u> >> <u>L</u>					Password Help Logout Admin	Search	<u>م</u>
Map Satellite andilands	Windfarm	Capacity 270MW	Year built 2013	Turbine make and model Siemens SWT-3.6-120	Number of Turbines	Markers	-
Markby							
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e Cumberworth				Q .	Ma	ip interface, WTG ations on site	
Helsey Hogsthorpe Sloothby	Chapel St Leonards						
horpe	Ingoldmells						
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Google

Map data ©2019 Google Terms of Use Report a map error

Rotor Blades WTG Data Blade - SGL-0540 Blade - SGL-0541 Blade - SGL-0538 Lat/Long Inspection Date Side Side Side Edge Edge Edge Side Edge Side Edge Side Edge ę Trailing | essure : Trailing essure. Trailing | Leading Suction Leading Suction Leading 18 uction 윋 WTG MGS 8 à à à WTG 1 28-06-2016 57.5395 -4.66326 3 3 3 3 з 3 3 3 3 57.5362 -4.66247 WTG 2 28-06-2016 3 3 WTG 3 29-06-2016 57.5342 -4.65952 3 3 3 3 3 3 3 WTG 4 08-09-2017 57.5311 -4.65498 3 3 WTG 5 08-09-2017 57.53 -4.65135 3 3 WTG 6 05-09-2017 57.5289 -4.64758 3 3 3 WTG 7 05-09-2017 57.528 -4.64382 3 WTG 8 05-09-2017 57.5268 -4.63927 3 WTG 9 08-09-2017 57.5399 -4.65697 3 3 3 3 57.5378 -4.65586 3 3 3 WTG 10 29-06-2016 3 3 3 3 3 3 3 WTG 11 08-09-2017 57.5353 -4.65482 3 3 3 57.5332 -4.65314 WTG 12 08-09-2017 з 3 WTG 13 24-08-2017 57.532 -4.64968 з 3 3 3 3 з з з WTG 14 29-06-2016 57.5321 -4.64478 3 WTG 15 29-06-2016 57.5302 -4.6419 3 3 3 3 3 3 3 WTG 16 30-06-2016 57.5316 -4.63794 з 3 з з з 3 3 3 WTG 17 24-08-2017 57.5289 -4.63661 з 3 з WTG 18 30-06-2016 57.5268 -4.63396 3 3 3 3 з 3 3 3 WTG 19 30-06-2016 57.5288 -4.63027 3 3 3 3 3 3 3 3 WTG 20 01-07-2016 57.5308 -4.62638 3 2 2 2 2 2 3 2





Wind farm summary reporting matrix



Q



All images sorted by Distance from Root





Search

Q



Previous Finding <

Image 7 of 8

> Next Finding

Finding no	11	Distance from root (m)	58	Defect Class	3	Gallery
Finding Type	Coating Damage	Distance from LE (cm)		Condition	Functional Damage	Julian
Comment	LE erosion					

All images sorted by Distance from Root





>> Offshore wind farm >> | >> LS10 >> Nacelle

Search

Q



All Images

All Findings



Tower Inspection Next Finding Previous Finding < Image 1 of 4 Finding no 10 62.1 Defect Class Distance from Platform Gallery Finding Type **Coating Condition** Distance from LE (m) 0 Condition Superficial (Slight) Damage Comment Grease Contamination

All images from section 1, Quadrant 1 - sorted by Distance to Platform



>> Offshore wind farm >>

>> <u>1</u> >> <u>Tower</u>



Search

Q



>> Offshore wind farm >> >> LS10 >> Transition Piece Q

.

Previous Finding		Image 1 of 1		Ti	ransition Piece spection	nding
Finding no.	4	Distance from Platform		Defect Class	2	
Finding IIO				Canditian	Conserficial (Olista) Deserves	
Finding Type	Coating Condition	Distance from LE (m)	0	Condition	Superficial (Slight) Damage	
0	nossible corrosion on platform and suppo	rts				

All Images - sorted by Distance to Platform

< > 1 1 . 10

All Findings

Offshore Substation Inspection



Siemens - TenneT Converter Station

- Inspection of 3 offshore converter stations
- Completed in 7 days
- Harsh winter conditions
- Increased safety vs traditional rope access
- Savings in time and cost









View Looking South

Superstructure underside in good condition with no obvious signs of defects.

Photo: DSC00452.jpg

Offshore Met Mast Inspection



CYBERHAWK Aerial Inspection and Surveying Specialists Metrological Mast XX MME (East)





Cyberhawk Innovations Ltd Alba Innovation Centre, Alba Campus, Livingston, EH54 7GA Tel: +44 (0) 1506 592187 info@thecyberhawk.com







Millin



CYBERHAWK Aerial Inspection and Surveying Specialists

Presented by: Phil Buchan Commercial Director Cyberhawk Innovations Limited T: +44 (0) 1506 592187 E: philip@thecyberhawk.com W: thecyberhawk.com A: Innovation Centre | Alba Campus | Livingston | EH54 7GA | UK

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Co-Founder, Cognitive.Business

Phil Buchan

Commercial Director, Cyberhawk





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OFFSHORE WIND CONFERENCE, EXHIBITION & DINNER 28 & 29 JANUARY 2019 GLASGOW

















Project speed-updates: later-stage projects



Steve Wilson Project Director SSE – Beatrice Offshore Wind Farm





TURBINE INSTALATION

INSTALLED

>60% turbines installed Completion May 2019 Handover June 2019





O&M BASE

MARINE FACILITIES



WICK HARBOUR

£20m investment
Historic building restoration
Harbour repurposing
Pontoon installation
Completion April 2019





POWER EXPORT

First export on 19 July 2018
Over 400GWh generated to date
Output can power 450,000 homes





BLACKHILLOCK

Energised May 2018
Commissioned June 2018
OFTO Process Ongoing











David Sweenie Development Manager EDF Renewables - Neart Na Gaoithe Offshore Wind Farm


Neart na Gaoithe

Scottish Renewables

29th January 2019



Project Overview



Project Capacity

- Consented 450MW
- CfD 448MW

Information

- Located in the Outer Firth of Forth
- 15km East of Fife Ness
- Grid connection at Crystal Rig (Lammermuir Hills)
- Water depths of between 45 55m

Key Dates

- February 2009: Exclusivity awarded by The Crown Estate
- February 2010: Grid connection secured
- June 2013: Onshore consent awarded
- October 2014: Consent awarded
- March 2015: Signed CfD Contract (£114.39)
- November 2017: End of Judicial Review
- March 2018: Submitted new consent
- May 2018: NnG acquired by EDF Renewables
- December 2018: New consent awarded



Technical Overview





Original and New Consent Comparison

Parameter	Originally Consented Project	New Application
Maximum number of turbines	75 (Original application was 125)	54
Maximum rotor tip height (mLAT)	197	208
Maximum hub height (mLAT)	115	126
Maximum rotor diameter (m)	154	167
Minimum spacing between turbines (m)	450	800
Blade clearance (mLAT)	30.5	36



Project Schedule

The schedule is currently being finalised.

Key Milestones - Draft	Year
Financial Close	2019
Onshore Construction Start	2019
Offshore Pile Installation Start	2020
Offshore Jacket Installation	2021
Grid Connection	2021
Offshore Cable Installation	2021
Offshore Substation Installation	2021
Offshore Turbine Installation	2022



Potential Contracting Structure

The contracting structure is currently being finalised.

Foundations	Wind Turbin	e Generators	Electr	ical Balance of Plant	(BoP)
Design, Fabricate and Installation	Turbine Supply	Installation Vessel	Export Cable	High Voltage Stations	Inter Array Cables
Piles Jackets	Turbine O&M		Offshore Onshore	Offshore Onshore	





Oscar Diaz Project Director EDP Renewables – Moray East Wind Farm

Bjørn Johansen Project Manager for Scotland Equinor - Hywind

Hywind Scotland

equinor

Project speed-update



Hywind Scotland experience

Safety	Performance	Improvements
Zero HSE incidents	Dynamic performance — within design parameters Capacity factor - above industry average Performance availability - above budget and industry average	Testing of advanced motion controllers





Floating Offshore Wind Centre of Excellence

- Promote floating offshore wind
- Engage with supply chain
- Capture and disseminate experience from ongoing projects
- Establish a point of contact for research and development activities

Thank you for your attention.

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Kevin Metcalfe Project Director Vattenfall – European Offshore Wind Deployment Centre

European Offshore Wind Deployment Centre

Kevin Metcalfe

EOWDC Project Director



This is Vattenfall

Basic Facts

- One of Europe's largest producers of electricity and heat
- 100% owned by the Swedish State
- · Main products: electricity, heat, gas and energy services
- Main Markets: Sweden, Germany, Netherlands, Denmark and the UK
- About 20,000 employees





Operating wind farms, construction and pipeline





EOWDC in numbers

11 wind turbines

11 three-legged suction bucket jacket foundations

Transformer Supply - 66kV

Installed Capacity-up to ~93.2MW

Annual Production-up to 312GWh

Annual CO2 displacement - over 130,000 tonnes

Removing the equivalent emissions of over 730,000 cars from UK roads throughout its lifetime.

Annually powering approx. 80,000 homes

Inaugurated on Friday 7th September 2018 by Scotland's First Minister Nicola Sturgeon.



Offshore Construction









V164 Wind Turbines at EOWDC

MHI Vestas V164 (Aberdeen Specifics)

Rotor Diameter – 164m Tip height (AOWF) – 191mLAT Hub height (AOWF) – 109mLAT Nacelle weight - 390t Tower weight - 366t 66kV electrical transformer and switchge







Suction Bucket Jacket Foundation

Height: 60 – 77m Heaviest Foundation: Approx. 1800t Suction Bucket Diameter: 9.5m / 10.5m Suction Bucket Length: 9 - 13m

66kV Subsea Cabling

ATAT

Onshore Construction





Operations and Maintenance







Jenny Hogan

Deputy Chief Executive, Scottish Renewables

Steve Wilson

Project Director, SSE – Beatrice Offshore Wind Farm

David Sweenie

Development Manager, EDF Renewables - Neart Na Gaoithe Offshore Wind Farm

Oscar Diaz

Project Director, EDP Renewables – Moray East Wind Farm

Bjørn Johansen

Project Manager for Scotland, Equinor – Hywind

Kevin Metcalfe

Project Director, Vattenfall – European Offshore Wind Deployment Centre Andrew Jamieson Chief Executive ORE Catapult





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ORCA HUB Offshore Robotics for Certification of Assets

Remote Safety and Integrity

https://orcahub.org







Imperial College London





 UK Research and Innovation



THE ORCA HUB: Developing Robotics, Artificial Intelligence and Autonomous Systems for the Offshore Sector

Scottish Renewables' Offshore Wind Conference Glasgow, January 29th 2019

Prof. Helen Hastie, Heriot-Watt University, Edinburgh h.hastie@hw.ac.uk



The ORCA Hub Vision and Mission

VISION:

• To support a long-term industry vision for a semi-autonomous offshore energy field; operated, inspected and maintained from shore.

MISSION:

- 1. To translate the ORCA Hub world-leading science into commercial products and services.
- 2. To support making the UK Supply Chain the most productive in the world.





























Offshore Robotics for the Certification of Assets

















Human and Robots Working Together



Image from (modified) http://www.renewableenergyfocus.com















- Operators need to feel confident and *trust* autonomous systems enough to deploy them in remote, high stakes, hazardous environments
- A human operator needs to have *high situation-awareness* of where the robots are, what they are doing and why
- Humans and robots need to work seamlessly in teams and have similar mental models of the world/tasks



Build interfaces that support joint human-machine decision-making and that increase transparency through:

- Increasing Situation Awareness "what are you doing/where are you?"
- Explaining AI and Autonomy "why did you do that?"
- Explaining the Environment "what do you see/sense?"
- Modelling Causality and Explaining Plans "I did this because the wind changed"
- Controlling Vehicles and Goal Setting "Inspect closer and send back photos and thermal imaging"
- Accessing Prior Knowledge "When was the last time damage was reported here?"

Goal: to increase understanding, trust and situation awareness














MIRIAM: Multimodal Intelligent Interaction for Autonomous Systems

- In-mission interaction for autonomous underwater vehicles (AUV)
 - mission plan, mission and vehicle status, fault warnings, behaviour explanations and reminder setting
- Multimodal: voice, text and visual for
- hands-free as needed

UNIVERSITY

- Post-mission reporting
- Evaluation of MIRIAM with real operators:
 - increases situation awareness [1]
 - improves the user's mental model of the AUV [2]

[1] D. A. Robb et al. Keep Me in the Loop: Increasing Operator Situation Awareness through a Conversational Multimodal Interface. In Proc of ICMI 2018 [2] F.J.C. Garcia, et al. Explainable autonomy: a study of explanation styles for building clear mental

models. In Proc. of INLG 2018 OF EDINDUNGE V LIVERPOOL

London







Offshore Inspection and Emergency Response

- Prototype: send commands in natural language
- e.g. "Perform an external visual inspection"
- "Take a photo and send it back"
- Get alerts, warnings and status updates
- Digital twin in gazebo simulation



It facilitates the human-guided supervision and control of the robotic assets from remotely located control stations







Imperial College London





UK Research and Innovation





Future of Renewable Offshore Inspection and Maintenance

- Greater adoption of robotics and autonomous systems to do the hard dangerous work
- Fewer personnel in the field in extreme conditions
- Intelligent interfaces onshore that monitor for cognitive overload and provide decision support
- Fewer operators managing more robots doing more inspections, resulting in cost savings
- Less time writing and accessing reports















Interaction with End-users

We need:

- I) Case studies relevant to offshore renewable energy
- 2) Understanding who the **stakeholders** and **end-users** are and their needs
- 3) Understanding the **tasks** that they do and ones that could be done by robotic and autonomous systems
- 4) Training facilities, where we can integrate a robotics component



If interested in becoming an ORCA project partner, email David Wavell d.wavell@hw.ac.uk

5) Understanding of what the **barriers to adoption** are

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LIVERPOOI





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UK Research and Innovation





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WindFloat: Delivering Innovative O&M solutions

January 2019



Introduction to Principle Power



Already executing on projects in different geographies, which fully prove low risk and cost competitiveness



WindFloat Atlantic

25 MW, Portugal, Operational 2019

- 3x 8.3 MW MHI Vestas
- 20 km out; 100 m deep
- Local Shipyard Construction
- Certified by ABS
- Feed-In Tariff
- Equity Financing complete w/ strong international sponsors
- First non-Recourse Project Finance of a Floating Wind Farm (Financial Investment decision in Q1 2018)



Golfe du Lion

24 MW, France, Operational 2020

- 4x 6 MW GE
- 18 km out; 70-100 m deep
- Local Shipyard Construction
- Certified by BV
- Feed-In Tariff (through competitive process)
- Very strong consortium with major energy companies and industrials
- Major innovations to advance technology to the next level of competitiveness

















MINISTÈRE DE L'ENVIRONNEMENT, **DE L'ÉNERGIE ET DE LA MER**

WindFloat Atlantic under construction: fabricating columns for 8MW+ turbine foundation





Kincardine Offshore Wind Project: first retrofit of a floating wind turbine

- Total capacity: 50MW capacity (1 x 2 + 5 X ~10 MW)
- Location: 15 km off Aberdeen; water depth = ~60m
- Fabrication: TBD
- Status:
 - Phase 1: Installation Summer 2018
 - Phase 2: Adv. Engineering and Procurement
 Installation 2020











Overview

Project

WindFloat 1 Project – Prototype Objectives



✓ Fabrication, Assembly and commissioning ONSHORE

✓ Design Validation:

- ✓ Calibrate & validate all numerical models
- ✓ Withstand wave- and wind-induced fatigue

✓ Unparalleled Seakeeping Performances:

- Meets industry's availability benchmarks
- ✓ Produces up to the 1-year storm
- ✓ WTG performs as if on fixed foundation
- ✓ Survives large winter storms with no damage

✓ Return to shore for Decommissioning/ Large Correctives:

- ✓ Disconnect offshore
- ✓ Towing with local vessels
- ✓ All crane operations at quayside
- ✓ Minimal Budget
- ✓ Minimal Environmental Impact









Principle Power Inc. (PPI) – WindFloat 1, Portugal, 2011-2016





Low cost/risk large correctives are a key component of the WindFloat value proposition

PPI aims to minimize Offshore Activities

- Offshore lifting operations are a key source of cost/risk for fixed projects
- The WindFloat eliminates the need for specialized vessels by shifting crane operations to quayside
 → Install, O&M, and Decom.
- Eliminating offshore lifts can reduce cost and increase predictability for offshore wind projects



PPI decommissioned WindFloat 1 safely and efficiently using only local vessels



Decommissioning Procedure

- Disconnection from SKS and IAC
- 400km Tow with local tug (75 bp)
- Moored at quayside (floating)
- Day 1: Blades Removal
- Day 2: Nacelle and Tower Removal



The decommissioning operation simulates large corrective operation, with fully reversible steps

Lessons Learned

- Removal of turbine from a floating platform demonstrated!
- Good Collaboration PPI-MHI Vestas on crane operations (WTG removal)
- Platform can be retrieved and moored at quayside during crane mobilization (operations in parallel)
- Operation complete in 8 days of working time (including 400 km tow); with significant potential to speed up



Decommissioning experience feeds back into design philosophy for next projects

Return on Experience

- Diver-less approach (ROV) will limit time and weather sensitivity of dis/reconnection process
- Components must be designed with quick disconnect/reconnect in mind
 - o Gen 2: PPI IP for Cable Interface
 - Gen 2: Proven Mooring Connections
- All operations can be completed with non-specialized offshore tugs supported by a CTV



Platform O&M experience feeds back into design for next projects → objective to maximize availability

WindFloat O&M Philosophy

- Full redundancy on all active components: no impact of platform on availability
- Plug & Play maintenance approach (Replace Offshore & Fix Onshore)
- Platform inspections coordinated and mapped onto WTG scheduled maintenance
- No accessibility challenges (select vessel for metocean conditions)



Moving from demonstration to commercial projects imposes stringent requirements for O&M



Commercial Requirements

- Large corrective intervention costs must be predictable
 - There is no substitute for experience
 - Detailed method statements
 - Option contracts with negotiated rates and lead times
- High availability is key
 - Platform must enable turbines to perform as if fixed
 - Customers will require platform availability KPIs in O&M contracts for bankability





These lessons learned are being implemented at WindFloat Atlantic (25 MW)





Decommissioning was the last step in the WindFloat lifecycle and proves the technical feasibility of a towto-shore strategy for large correctives

Lessons learned are incorporated into pre-commercial project design basis and support 25 year business case

Tow-to-shore large correctives strategies utilizing local vessel capabilities, can offer a considerable reduction in cost and risk relative to in-situ repair strategies

4

Value is enhanced in 1) new markets where specialized infrastructure does not exist and 2) with increasing turbine rating

Thank you!

www.principlepowerinc.com

PRINCIPLE POWER