

PROJECT MATCHING REPORT

North East Scotland Tier 2 & 3 Suppliers vs European Offshore Low Carbon Projects

Matching NES supply chain capabilities to confirmed European projects at FEED, EPC, and Construction stages — including the landmark France 10 GW AO9/AO10 mega-tender announced 2 April 2026.

Prepared for: NES Energy Supply Chain Businesses

Based on: Offshore Low Carbon Market Opportunities in Europe (ExportCentral AI, April 2026)

Compiled by: Perplexity Computer | Date: April 2026

Scope: Non-UK European offshore low carbon markets | Fixed Wind | Floating Wind | CCUS | Green Hydrogen | Marine Energy | Decommissioning

How to Use This Report

This report cross-references every major European offshore low carbon project at FEED, EPC, or active construction stage against the known capability clusters of North East Scotland (NES) Tier 2 and Tier 3 supply chain companies. Each project entry shows: the project name, country, and developer/operator in the first column, followed by capacity, status, matched NES scopes, capability clusters, a readiness rating, and market entry note.

Tier 2 companies are specialist subcontractors and manufacturers supplying directly to prime/Tier 1 contractors. Tier 3 companies are component, consumable, and service suppliers supporting Tier 2 and Tier 1 operations. The NES capability base is drawn from Section 3 of the ExportCentral AI report and an ExportCentral AI supply chain database.

RATING	MEANING	ACTION
HIGH	Strong capability match, near-term contracting window open	Pursue now — register with Tier 1 primes, attend project supply chain events
MEDIUM	Partial capability match or 2–3yr procurement horizon	Prepare now — CE marking, EU entity, relationships with primes
DEVELOPING	Longer horizon or capability gap — opportunity real but not immediate	Monitor and build — invest in certifications and consortium partnerships

Important: Post-Brexit, NES companies supplying into EU project markets must hold CE marking (not UKCA), comply with the EU Posted Workers Directive for deployed staff, and may need an EU subsidiary or consortium partner. France's AO9/AO10 tender favours domestic/European manufacturing under NZIA resilience criteria — UK suppliers should pursue this through French or EU-registered Tier 1 partners.

NES Tier 2 & Tier 3 Capability Clusters

The following eight capability clusters define what NES Tier 2/3 companies can credibly offer into European offshore low carbon project supply chains. Cluster codes (A–H) appear in every project table.

CLUSTER	CORE CAPABILITIES
A. Subsea Engineering & Umbilicals	Subsea manifolds, flexible pipelines, umbilical systems, ROV design & ops, subsea integrity management, riser systems, dynamic cable architecture
B. Floating Substructure & Mooring	FPSO/FPU-derived hull engineering, mooring chain & anchor design, synthetic mooring ropes, chain connectors, semi-submersible/barge design, installation ops
C. CCUS & Carbon Infrastructure	CO ₂ pipeline engineering, compression station design, injection well services, subsea monitoring & metering, integrity management, offshore storage management
D. Port, Fabrication & Heavy Lift	XL monopile marshalling, jacket fabrication, heavy-lift quayside ops, topsides fabrication, large component assembly, loadout
E. Marine Survey, Geotechnical & Inspection	Geophysical/geotechnical survey, offshore metocean data, benthic survey, inspection ROV operations, structural monitoring, seabed mapping
F. Decommissioning Services	Well P&A, topsides cleaning & removal, structural decommissioning, subsea infrastructure removal, waste management, site remediation
G. Engineering Consultancy & EPCM	FEED engineering, EPCM project management, HAZOP/HAZID, certification services, structural engineering, digital twin, lifecycle analysis
H. O&M, Logistics & Marine Services	CTV/SOV operations, offshore logistics management, crew transfer, condition monitoring, predictive maintenance, spare parts management, port O&M bases

Aberdeen hosts 75% of the world's subsea engineering capability. The F4OR Scotland programme (ORE Catapult / ETZ / Crown Estate Scotland) is actively preparing companies for European contract competitions.

Fixed Offshore Wind — Project Matching

Fixed-bottom offshore wind is the highest-volume, nearest-term opportunity for NES Tier 2/3 suppliers. Europe must install 20+ GW/year by the late 2020s. The following projects are at FEED to EPC/construction stage.

PROJECT / COUNTRY / DEVELOPER	CAPACITY CAPEX	STATUS / COD	MATCHED NES TIER 2/3 SCOPES	CLUSTERS	RATING	MARKET ENTRY NOTE
He Dreiht Germany EnBW / Allianz	960 MW €2.4bn	EPC — first power Nov 2025; COD Summer 2026	O&M; services, cable protection systems, marine logistics, condition monitoring, ROV inspection	A, E, H	HIGH	Now commissioning — O&M; and inspection contracts opening; register with EnBW/Siemens Gamesa supply chain
Borkum Riffgrund 3 Germany Ørsted / Glenmont	913 MW ~€2.5bn	EPC — commissioning; COD Q1 2026	O&M; base services, cable inspection, ROV ops, condition monitoring, marine logistics	A, E, H	HIGH	Commissioning phase — O&M; supply chain procurement underway; engage via Ørsted's supplier portal
Nordlicht 1 & 2 Germany Vattenfall	1,600 MW ~€5bn	FEED/EPC preparation; COD 2029–30	HVDC substation engineering, foundation and jacket fabrication support, subsea cable systems, FEED engineering, marine survey	A, D, E, G	MEDIUM	FEED underway — substation and foundation supply chains being qualified; engage Vattenfall supply chain team now
Thor Wind Farm Denmark RWE	1,000 MW ~€3bn	FEED/EPC preparation; COD 2027	Foundation marshalling and logistics, inter-array cable engineering, marine survey, installation support	D, E, G, H	HIGH	EPC contracts expected mid-2026; approach via Esbjerg port ecosystem and RWE's supplier qualification process
Hesselø Denmark Copenhagen Infrastructure Partners	1,000 MW ~€3.5bn	Permitting/FEED; COD 2029–30	HVDC engineering, geotechnical/geophysical survey, FEED services, cable protection	A, E, G	MEDIUM	FEED contracts 2026–27; engage CIP supply chain team; Danish offshore wind trade events recommended
North Sea South Denmark TBA	800 MW TBC	Tender Nov 2025; COD 2030+	Future supply chain opportunities across all fixed-wind scopes	A, D, E, G, H	DEVELOPING	Developer not yet selected; monitor Danish Energy Agency procurement from late 2026
Bornholm Energy Island Germany / Denmark (cross-border) Cross-border / EU-backed	3,000 MW €645M EU grant + TBC	Agreement Jan 2026 — FEED; COD 2033+	FEED engineering, subsea cable systems, foundation design, marine survey, HVDC engineering, O&M; planning	A, D, E, G, H	MEDIUM	FEED procurement 2026–28; major cross-border project; engage via German and Danish Tier 1 primes
Baltyk 2 & 3 Poland Equinor / Polenergia	1,440 MW ~€7.2bn	FID 2025 — construction; COD 2028–29	Monopile logistics & marshalling, inter-array cable engineering, marine survey, marine logistics, O&M; planning	D, E, G, H	HIGH	Construction supply chains being finalised now; engage via Equinor's supplier network; consortium with Polish partners recommended
Baltica 2 Poland PGE / Ørsted	1,500 MW ~€6.5bn	FID 2025 — construction; COD 2028–29	Cable engineering, foundation logistics, O&M; services, marine survey, structural monitoring	A, D, E, H	HIGH	Construction underway — supply chain procurement active; register with Ørsted supplier portal; consider Polish consortium

Baltica 1 Poland PGE / Ørsted	1,560 MW ~€5bn	Development/ auction H2 2025; COD 2030–31	FEED engineering, marine survey, cable systems, O&M; planning	A, E, G, H	MEDIUM	FEED/EPC cycle 2027–29; build Polish relationships now while supply chain for Bałtyk 2 & 3 is live
Yeu et Noirmoutier (EMYN) France Ocean Winds (ENGIE/EDPR)	500 MW ~€1.5bn	EPC — commissioning; COD end-2025	O&M; base services, offshore logistics, cable inspection, condition monitoring	E, H	HIGH	Commissioning — O&M; phase begins 2026; approach Ocean Winds / ENGIE operations teams directly
IJmuiden Ver (C, D) Netherlands RWE/ENECO + others	2,000 MW ~€6–8bn	Permitting/FEED; COD 2030–32	Full supply chain: HVDC engineering, cable systems, foundation marshalling, FEED engineering, marine survey, O&M;	A, D, E, G, H	MEDIUM	FEED contracts 2026–27; Eemshaven hub active — engage via Eemshaven port ecosystem and Dutch Tier 1 primes
Hollandse Kust West (5 & 6) Netherlands CrossWind (Shell/Eneco)	1,500 MW ~€5bn	Development/FE ED; COD 2027–29	Cable engineering, O&M; services, marine logistics, subsea inspection	A, E, H	MEDIUM	FEED active — Shell/Eneco supply chain portal; focus on cable and O&M; scopes
AO9/AO10 Combined Mega-Tender (5 GW Fixed-Bottom Component) France Multiple: TotalEnergies, EDF, Iberdrola, RWE, Ocean Winds + others	5 GW Fixed & 5 GW Floating €12–15bn est. total	Tender April 2026 — award end-2026/early 2027; COD 2032–2035 est.	Foundation supply chain support, cable engineering, HVDC substation engineering, marine survey, O&M; base development — all scopes through French/EU Tier 1 partners	A, D, E, G, H	MEDIUM	Prime near-term opportunity. Winners announced by early 2027 then supply chain opens; operate through EU entity or French Tier 1 consortium

Cluster key: A=Subsea Engineering, B=Floating Substructure & Mooring, C=CCUS & Carbon Infrastructure, D=Port/Fabrication/Heavy Lift, E=Marine Survey/Inspection, F=Decommissioning Services, G=Engineering Consultancy/EPCM, H=O&M/Marine Services

Floating Offshore Wind — Project Matching

Floating offshore wind is the HIGHEST-VALUE strategic opportunity for NES Tier 2/3 companies. NES holds a near-unique combination of FPSO-derived hull engineering, deep-water mooring expertise, dynamic cable design, and installation operations capability. France's 5 GW floating component (AO9/AO10) is the largest floating wind procurement ever launched in Europe.

PROJECT / COUNTRY / DEVELOPER	CAPACITY CAPEX	STATUS	MATCHED NES TIER 2/3 SCOPES	CLUSTERS	RATING	MARKET ENTRY NOTE
Utsira Nord (2 sites) Norway Equinor/Vårgrønn + Harald Hårfagre (Deep Wind Offshore/EDF)	2 × 500 MW ~€4–6bn	Awarded Dec 2025; FEED ~2027; FID ~2029; COD 2032–34	Mooring systems design & manufacture, mooring chain and anchors, dynamic cable systems, floating substructure fabrication, FEED engineering, installation vessel ops, geotechnical survey	A, B, D, E, G	HIGH	Prime opportunity — most strategically aligned market for NES; engage Equinor and EDF supply chains now
Méditerranée Grand Large France EDF Renewables / BW Ideol	TBC	Development / pre-FEED; COD 2028 onwards	Floating substructure design (barge/concrete hull), mooring engineering, dynamic cables, FEED engineering support	A, B, G	MEDIUM	Pre-FEED stage — approach EDF Renewables and BW Ideol supply chain teams
Groix & Belle-Île (pilot) France Eolfi /wpd	30 MW pilot ~€150M	Under development; COD 2026–27	Mooring systems, dynamic cables, marine installation services, subsea cabling	A, B, H	MEDIUM	Pilot project — near-term procurement; establish French consortium partner

Wind Gathering Baltic (future floating sites) Poland Various	Multi-GW potential TBC	Pre-development; COD 2030s	Floating foundation supply chain, mooring engineering, dynamic cables — all from NES Tier 2 base	A, B, D	DEVELOPING	Long horizon — build Polish relationships now via BROG and monitor leasing rounds
AO9/AO10 Combined France TotalEnergies, EDF, Iberdrola, RWE, BayWa re, Elicio, Ocean Winds + others	5 GW floating €15–20bn est.	Tender April 2026 — competitive dialogue underway; award by end-2026/early 2027; FID ~2028–29; COD 2033–36 est.	Floating substructures, mooring systems & anchor manufacture, dynamic cables, deepwater installation ops, FEED engineering, marine survey, mooring integrity services	A, B, D, E, G	HIGH	Highest-priority NES opportunity in Europe; engage all pre-qualified developers now and establish EU consortium arrangements

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CCUS — Project Matching

NES companies have direct involvement in the Acorn CCUS Project at St Fergus and bring world-class subsea pipeline engineering, CO₂ injection well services, monitoring and integrity management skills. Northern Lights Phase 2 (Norway) and Porthos/Aramis (Netherlands) are the immediate European targets.

PROJECT / COUNTRY / OPERATOR	SCALE CAPEX	STATUS / COD	MATCHED NES TIER 2/3 SCOPES	CLUSTERS	RATING	MARKET ENTRY NOTE
Northern Lights Phase 1 (ongoing) Norway Equinor / Shell / TotalEnergies	1.5 Mt CO ₂ /yr NOK 7.5bn	Operational 2024/25 — ongoing	Subsea monitoring, integrity management services, well inspection, operational support	A, C, E	HIGH	Operational now — O&M; and monitoring contracts open; NES firms with Acorn CCUS experience directly transferable
Northern Lights Phase 2 Norway Equinor / Shell / TotalEnergies	5 Mt CO ₂ /yr NOK 7.5bn (grant + equity)	FID March 2025 — under construction; operational 2028	Subsea pipeline engineering, injection well services, topside engineering, CO ₂ compression, storage monitoring, integrity management	A, C, E, G	HIGH	Highest-priority CCUS opportunity; construction underway and supply chain active
Porthos (operational) Netherlands Gasunie / EBN / Air Liquide / Shell	2.5 Mt CO ₂ /yr ~€700M	Under construction (pipeline Sept 2024); operational 2026	O&M; support services, measurement & metering, expansion design input	C, G	HIGH	Commissioning 2026 — O&M; procurement and long-term expansion conversations beginning
Aramis (Porthos expansion) Netherlands Gasunie / partners	5–10 Mt CO ₂ /yr ~€2–3bn	FEED stage; operational late 2020s	Full FEED/EPC supply chain: CO ₂ pipeline engineering, offshore substation design, compression, subsea monitoring, injection wells	A, C, E, G	MEDIUM	FEED underway — supply chain qualification beginning; engage Gasunie and Tier 1 primes

Longship/Brevik (Heidelberg) Norway Heidelberg Materials / Norwegian State	0.4 Mt CO2/yr ~€2.1bn	Operational 2025 onwards	Operational support services, integrity inspection, monitoring	C, E	HIGH	Operational — monitoring and inspection contracts available through supply chain network
HOPE Offshore H2/CO2 Belgium Lhyfe / Plug Power / Strohm	10 MW H2 €20M EU grant	Under development; COD 2026	Offshore hydrogen systems, subsea pipeline design, small-scale CCUS integration	A, C	MEDIUM	Small pilot, but Belgium is developing broader industrial CCUS cluster

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Green Hydrogen — Project Matching

Green hydrogen remains largely pre-FID in Europe, but the European Hydrogen Bank auctions (€992M second round, €1bn third round planned) are unlocking FEED and EPC pipelines. NES engineering firms targeting electrolyzer balance-of-plant engineering, seawater desalination, pressure systems, and FEED/EPCM services are the best-positioned Tier 2/3 suppliers.

PROJECT / COUNTRY / DEVELOPER	SCALE CAPEX	STATUS	MATCHED NES TIER 2/3 SCOPES	CLUSTERS	RATING	MARKET ENTRY NOTE
Eemshaven H2 Hub (Vattenfall) Netherlands Vattenfall	GW-scale TBC Dutch govt €700M grant	Development, operational 2027+	Electrolyzer BoP engineering, water treatment & desalination systems, pressure vessel engineering, FEED services	C, G	MEDIUM	FEED contracts expected 2026; engage Vattenfall supply chain team at Eemshaven
Eemshydrogen (RWE) Netherlands RWE	50 MW electrolyzer TBC	Under construction; operational 2027	BoP engineering, commissioning services, piping and pressure systems	C, G	MEDIUM	Construction underway — commissioning services needed 2026–27
Sines H2 (Galp/Plug Power) Portugal Galp / Plug Power	100 MW electrolyzer TBC	Installed Jan 2026 — operational	O&M; services, system expansion, electrolyzer servicing	C, G	HIGH	Operational — O&M; and expansion contracts available
HyDeal España Spain ArcelorMittal / Enagás / Fertiberia	7.4 GW electrolyzers EPC partners signed 2026	Production start 2025–26	BoP engineering, EPCM services, pressure systems design, large-scale industrial plant engineering	C, G	MEDIUM	EPC underway — very large scale; consider Spain presence
EU Hydrogen Bank 3rd Auction (multiple projects) EU multi-country - Various	€1 billion round TBC	Procurement planned late 2025/2026; FID within 2.5 years	Technology supply, valves, heat exchangers, EPCM services across multiple European projects	C, G	MEDIUM	Monitor EIB Hydrogen Bank portal; NES EPCM firms can register for roles across winning projects

Zeevonk H2 (Vattenfall/CIP) Netherlands Vattenfall / Copenhagen Infrastructure Partners	Large-scale (TBC) FEED in progress	FEED underway; EPC tender expected Q2 2025+	EPC sub-supply: piping systems, pressure vessels, water treatment, instrumentation, FEED engineering support	C, G	HIGH	EPC tender expected — NES firms can approach Wood Aberdeen as sub-contractors for EPC package
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Marine Energy & Decommissioning — Project Matching

Marine Energy (Wave & Tidal)

A specialist niche where NES companies have a natural advantage through Scotland-based technology developers. Limited immediate commercial scale but growing through Horizon Europe funding.

PROJECT / COUNTRY / DEVELOPER	SCALE	STATUS	MATCHED NES SCOPES	CLUSTERS	RATING	ENTRY NOTE
EURO-TIDES (Orbital Marine) France / Belgium Orbital Marine Power + partners	~9.6 MW array	Horizon Europe funded; development 2025–2028	Tidal turbine supply chain, marine ops support, subsea cable installation, ROV ops	A, H	HIGH	Active Horizon Europe project — approach Orbital Marine Power directly
SHINES (HydroWing / TidalKite) France / Netherlands/ Inyanga / SeaCurrent / others	600 kW+	ERDF-funded Jan 2025–Dec 2028; development 2025–2028	Marine installation services, device operations, subsea cables, offshore logistics	A, H	MEDIUM	ERDF-funded project; engage via Inyanga Marine and SeaCurrent supply chains
Paimpol-Bréhat tidal site France Multiple developers	Multi-MW ongoing	Ongoing test site — operational	Marine services, subsea cable services, device installation and O&M;	A, H	HIGH	Test site actively used; NES marine service companies can engage directly with French test site operators

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Decommissioning

Europe commands 46.1% of the global offshore decommissioning market, valued at ~USD 10.5bn in 2025 and rising to USD 19.7bn by 2034. NES is home to some of Europe's most experienced decommissioning companies and Decom North Sea supports 220 member companies.

PROGRAMME / COUNTRY / OPERATOR	VALUE	STATUS	MATCHED NES TIER 2/3 SCOPES	CLUSTERS	RATING	ENTRY NOTE
Statfjord A/B/C Decommissioning Norway Equinor	Multi-billion NOK	Planning / phased execution	Engineering, heavy lift preparation, topsides cleaning, well P&A, structural removal	D, F, G	HIGH	NES decommissioning firms with North Sea track record are directly competitive; approach via Equinor decom procurement
Various NCS late-life assets Norway Multiple operators	NOK ~billions/year	Active programme	Well P&A, topsides removal, structural decommissioning, marine waste management	D, F, G	HIGH	Ongoing programme — reinforce relationships via Norway trade events

North Sea NL Decom programme Netherlands Various operators	Multi-€ billion	Active programme	Subsea infrastructure removal, inspection & remediation, material recycling, site restoration	A, E, F	HIGH	Growing programme — engage via Dutch Offshore Decommissioning Forum
Norwegian/Dutch field decom (combined programme) Norway / Netherlands Various	~25–30% global NW Europe decom	Ongoing 2025–2040	Full decommissioning lifecycle: engineering, well services, heavy lift, structure removal, waste management, marine ops	A, D, E, F, G, H	HIGH	Sustained 15-year programme — embed in Norwegian and Dutch Tier 1 decom contractor supply chains now

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Priority Opportunity Summary Matrix

The matrix below summarises the top-priority projects for NES Tier 2/3 companies, ranked by urgency and NES capability match strength.

PROJECT	SECTOR	COUNTRY	URGENCY	NES MATCH	KEY ACTION FOR NES TIER 2/3
AO9/AO10 Floating (5 GW)	Floating Wind	France	IMMEDIATE	VERY HIGH	Engage all 12 pre-qualified developers NOW. Prepare mooring/cable/substructure technical pre-quals. Secure EU entity or French consortium.
France AO9/AO10 Fixed (5 GW)	Fixed Wind	France	IMMEDIATE	HIGH	Approach TotalEnergies, EDF, Iberdrola supply chains. Prepare HVDC, cable, foundation scope credentials. EU/French partner essential.
Northern Lights Phase 2	CCUS	Norway	NOW	VERY HIGH	Engage Equinor Northern Lights supply chain team immediately. NES Acorn CCUS experience is directly transferable.
Utsira Nord (2 × 500 MW)	Floating Wind	Norway	2027 FEED	VERY HIGH	Engage Equinor/Vårgrønn and EDF/Harald Hårfagre supply chains. Most strategically aligned market for NES.
Bałyk 2 & 3 (1.44 GW)	Fixed Wind	Poland	NOW	HIGH	Register with Equinor's supplier network immediately. Consortium with Polish firm to address local content requirement.
Baltica 2 (1.5 GW)	Fixed Wind	Poland	NOW	HIGH	Register with Ørsted supplier portal. Target cable engineering and O&M scopes. Build Polish partner relationship.
Thor Wind Farm (1 GW)	Fixed Wind	Denmark	2026 EPC	HIGH	EPC contracts by mid-2026; approach RWE supply chain and Esbjerg port ecosystem. Focus on foundation and cable scopes.
Porthos (operational)	CCUS	Netherlands	NOW	HIGH	O&M procurement underway; engage Gasunie supply chain. Target measurement and integrity management contracts.
Nordlicht 1 & 2 (1.6 GW)	Fixed Wind	Germany	2026–27 FEED	HIGH	HVDC and foundation supply chain being qualified NOW; approach Vattenfall supply chain team.
Zeevonk H2 (Vattenfall/CIP)	Green Hydrogen	Netherlands	2025+ EPC	MEDIUM	EPC tender expected; approach Wood Aberdeen as prime sub-contractor for piping, pressure vessels, instrumentation.

Aramis CCUS	CCUS	Netherlands	2026–27 FEED	HIGH	FEED underway; engage Gasunie and Tier 1 EPCI primes for offshore pipeline scope.
Norwegian/Dutch Decom Programme	Decomm	Norway / Netherlands	ONGOING	VERY HIGH	Sustained 15-year programme; embed in Equinor and Shell decom supply chains via Decom North Sea connections.
EURO-TIDES (Orbital Marine)	Marine Energy	France / Belgium	2025–28	HIGH	Approach Orbital Marine Power directly; NES marine ops and subsea cable companies well-positioned.

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Recommended Market Entry Actions for NES Tier 2/3 Companies

IMMEDIATE (0–6 months)

- Register on Equinor, Ørsted, RWE, Vattenfall, and TotalEnergies supplier portals — all have European projects in active procurement
- Engage with France AO9/AO10 pre-qualified developers (12 companies incl. EDF, Iberdrola, Ocean Winds) — award by early 2027 unlocks the largest near-term NES supply chain opportunity in Europe
- Contact Equinor's Northern Lights Phase 2 supply chain team — NES CCUS capabilities are directly transferable from Acorn/St Fergus
- Engage with Equinor Poland / Polenergia for Bałtyk 2&3 — construction supply chains being finalised NOW
- Build an AI-supported Export Marketing Hub providing up to date market intelligence
- Apply for F4OR Scotland programme (ORE Catapult / ETZ / Crown Estate Scotland) if not already enrolled

SHORT-TERM (6–18 months)

- Obtain CE marking for all products and equipment — UKCA is NOT accepted in EU markets; use EU Notified Bodies
- Establish an EU legal entity (Ireland or Netherlands recommended) or identify a French/EU Tier 1 consortium partner for the AO9/AO10 tender
- Attend WindEurope Bilbao 2026 (June) and Offshore Europe Aberdeen to build relationships with European Tier 1 primes
- Engage Decom North Sea to identify connections into Norwegian and Dutch decommissioning supply chains
- Prepare supply chain resilience documentation — NZIA non-price criteria are now embedded in EU auction designs
- Begin Norwegian market engagement via Innovation Norway / Scottish Development International Norway desk

MEDIUM-TERM (18 months – 3 years)

- Target FEED engineering contracts for Utsira Nord (Norway) — FEED begins 2027; NES engineering consultancies are optimally positioned
- Build relationships with Copenhagen Infrastructure Partners (Hesselø) and RWE Denmark teams for 2029 projects
- Develop Polish consortium relationships to access Baltica 1 (2030–31) supply chain
- Engage with IJmuiden Ver (C, D) supply chain — 2,000 MW Netherlands project entering FEED/EPC 2026–27
- Position for Bornholm Energy Island FEED supply chain — 3 GW cross-border Germany/Denmark project, FEED procurement 2026–28