

Report from the Technology & Manufacturing Committee

In 2021, Anders Runevad was designated by the Board as chair of the Technology & Manufacturing Committee.

The competence of the committee members presented on pages 52-53 and, therefore, of the committee as a whole, is entirely relevant to the sector in which Vestas operates. Furthermore, all committee members have acquired sector knowledge and experience as a result of their Board membership or previous employment at Vestas.

Due to the COVID-19 situation, the committee did not visit any facilities or sites in the period from first quarter 2020 to third quarter 2021.

Purpose and responsibilities

The Technology & Manufacturing Committee assists the Board in assessing technological matters, IPR strategy, and product development plans. The committee also supports the Board in production matters, monitors and evaluates the company's short- and long-term manufacturing footprint, evaluates sustainability performance, and supports various forums within technology and manufacturing.

A detailed description of the committee's responsibilities is available in the committee's charter, which can be downloaded from our corporate website.

Activities

During 2021, the committee received comprehensive reports from management on a variety of topics related to the product and technology portfolio, IP strategy and status, innovation activities, service product portfolio and strategy, manufacturing footprint, and quality, which includes review of warranty provisions, supplier quality, as well as the overall quality of Vestas' products and solutions. The committee was also updated on the status of sustainability and compliance.

Other activities carried out by the committee include:

- Review of safety performance, which was regularly shared with the committee both generally and through deep dives in specific regions.
- Assessment of COVID-19 business impact, with updates from across the business.
- Analysis of logistics challenges, focused particularly on increased supply constraints. The committee considered the 'breakdown' of the global supply chain, linked to the shutting of harbours in Asia and the USA, together with the temporary blockage of the Suez Canal, all of which have had a ripple effect on Vestas.



"Superior products have brought us to our current market position, and with the current technology and innovation activities, we continue on this track."

Anders Runevad
Chairman of the Technology & Manufacturing Committee

- Review of offshore strategy and integration, focusing on the impact of the merger and acquisition of MHI Vestas Offshore Wind on Vestas' manufacturing footprint and strategy.
- Update and review of main Continuous Improvement Management cases and related risks.
- Execution of our sustainability strategy – Review of our sustainability strategy with focus on e.g. CO₂ emission within our own operations as well as in the supply chain and recyclability of turbine components and blades in particular.
- Evaluation of the Technology & Manufacturing Committee, with an assessment of work performed by the committee in 2021.

Composition and meetings of the committee

| Members | Member since | Meeting attendance* | Independence** |
|----------------|--------------|---------------------|-----------------|
| Anders Runevad | April 2020 | 4/4 | Not independent |
| Bruce Grant | April 2019 | 4/4 | Independent |
| Lars Josefsson | March 2012 | 4/4 | Independent |

* The first figure represents attendance and the second figure the possible number of meetings. In cases where a board member was appointed during the year, only meetings in that member's active board period are shown.

** In accordance with recommendation 3.2.1 of the Danish Corporate Governance Recommendations as designated by Nasdaq Copenhagen.