



Vestas Technology and Operations

Vestas Wind Systems A/S
Aarhus, June 2026

Today's Presenters



Felix Henseler

EVP Vestas Technology & Operations

Vestas is the energy industry's global partner on sustainable energy solutions



+36,000

employees

Every day, our employees help create a better world by designing, manufacturing, installing, developing, and servicing wind energy and hybrid projects all over the world



+56,000

turbines under service

Our service technicians keep the world spinning by servicing a global portfolio of 164 GW - the largest fleet in the world



+200 GW

installed wind turbine capacity

We have installed more wind turbine capacity than any other company in the world, with installations in 88 countries



463m

tonnes CO₂e displaced

Expected over the lifetime of the turbines we have produced in 2025, equivalent to about 88 million US homes' electricity consumption for one year

Data as of Q1 2026

Drivers to long-term financial ambition

Drivers to achieve 10 percent EBIT margin

- **Offshore:** Ramp-up, cost-out and extend competitiveness as we add volume to the platform
- **Quality:** Drive operational performance, lower warranty costs and reduce the cost of poor quality through close collaboration throughout the full value chain
- **Service:** Deliver operational recovery and commercial reset with the ambition to achieve 25 percent EBIT margin
- **Onshore:** Operational leverage, cost-out and retain strong commercial culture

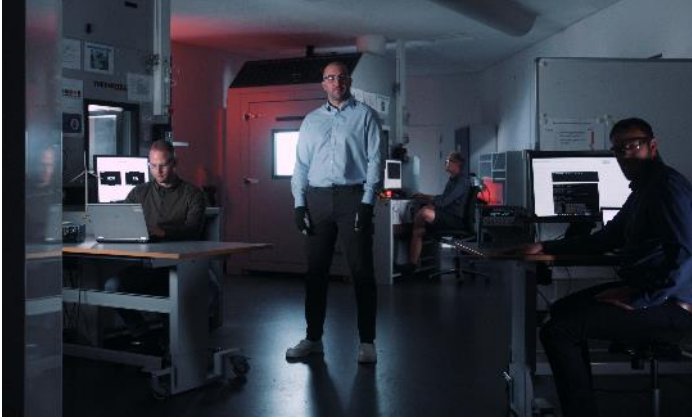


Vestas Technology and Operations core business areas

Product Lines



R&D



Procurement



Supply Chain




Manufacturing





Quality





Vestas Technology and Operations


 **Vestas Technology & Operations**
Felix Henseler

 Executive Assistant
Vivian Arenstrup Jensen


 Vestas Ventures
Todd O'Neil

 Strategy & Transformation
Ole Kiil

 Finance
Nikolaj Enevoldsen

 Communications
Marianne Jensen

 People & Culture
Ole Kvist Nicholaisen

 **R&D**
Anne Vedel

 **Manufacturing**
Jorge Alvaro

 **Procurement**
Malin Domstad

 **Supply Chain**
Amrish Lobo

 **Quality**
Ulrik Christensen

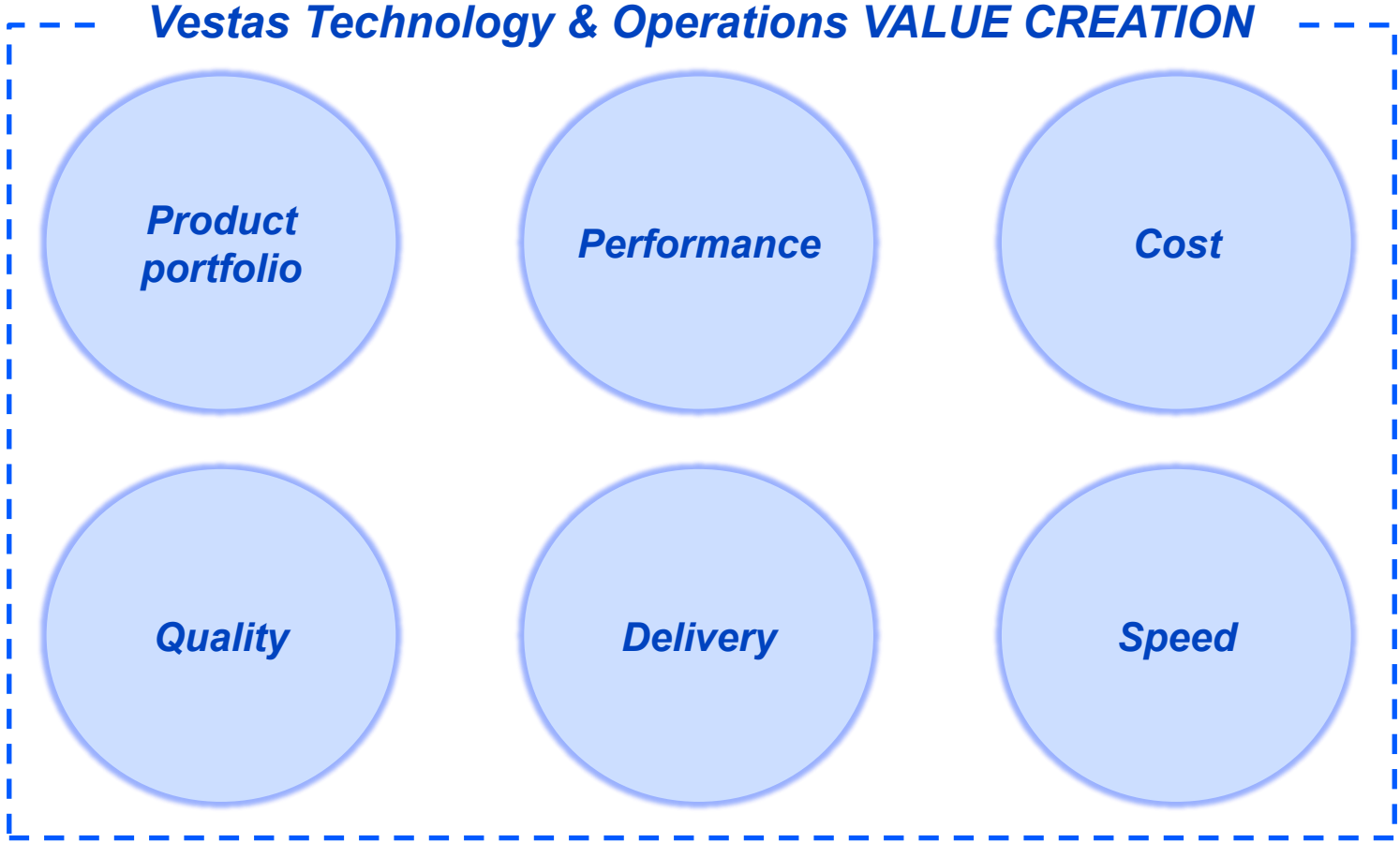
 **Product Line Onshore**
Juan Furonés

 **Product Line Offshore**
Albert Winnemüller

← "WHAT" →

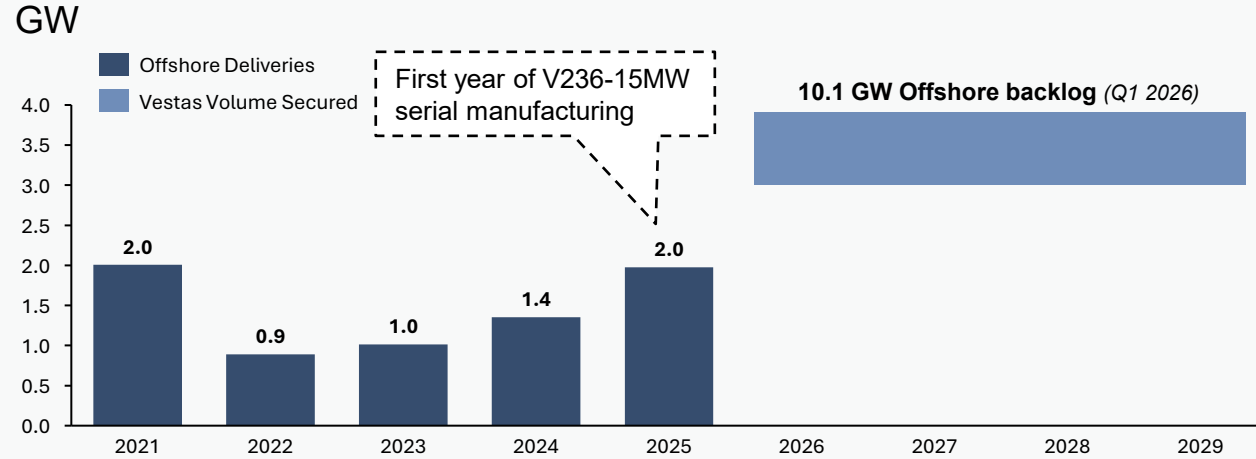
← "HOW" →

Value through performance end-to-end

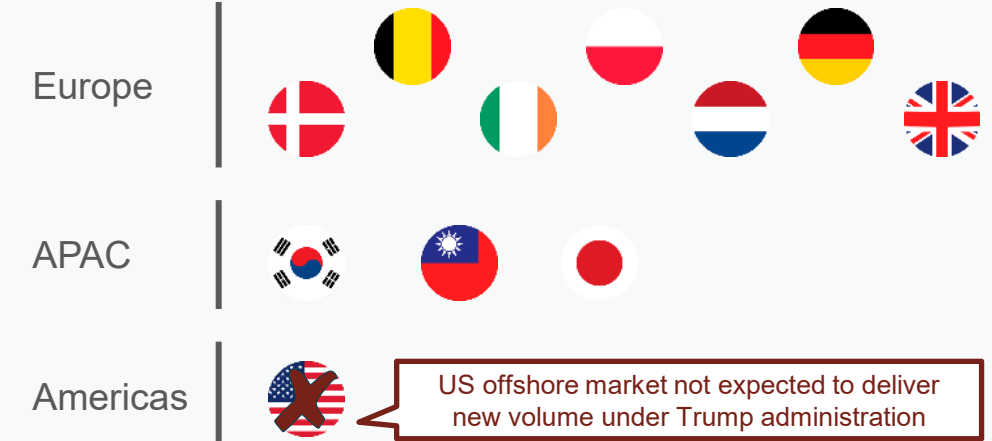


Offshore continues its growth journey at Vestas

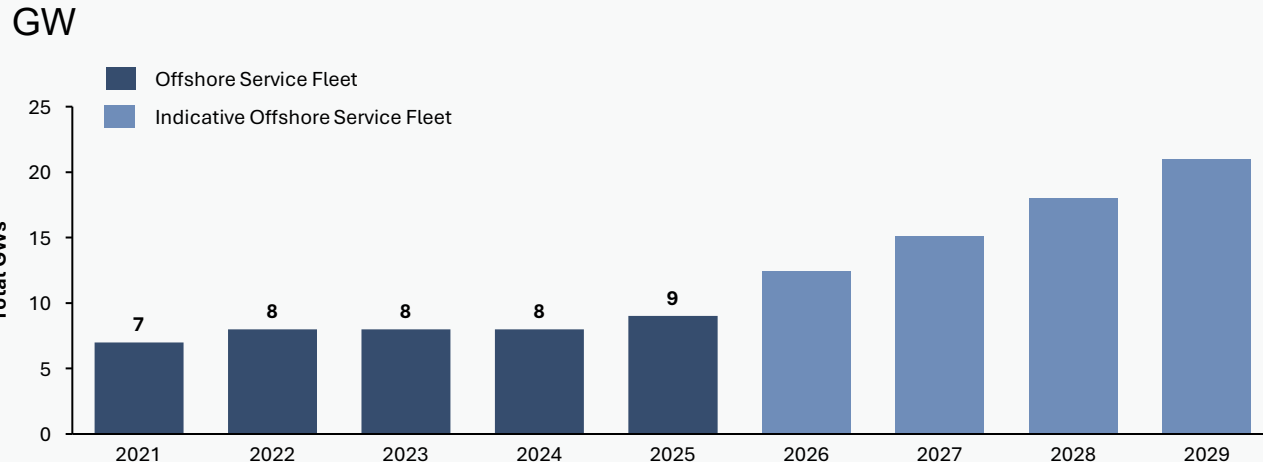
Annual Vestas Offshore deliveries



Key Offshore markets for Vestas



Total Vestas Offshore Service Fleet (GW under Service)



We are committed to building a sustainable offshore wind industry



Slow down to speed up



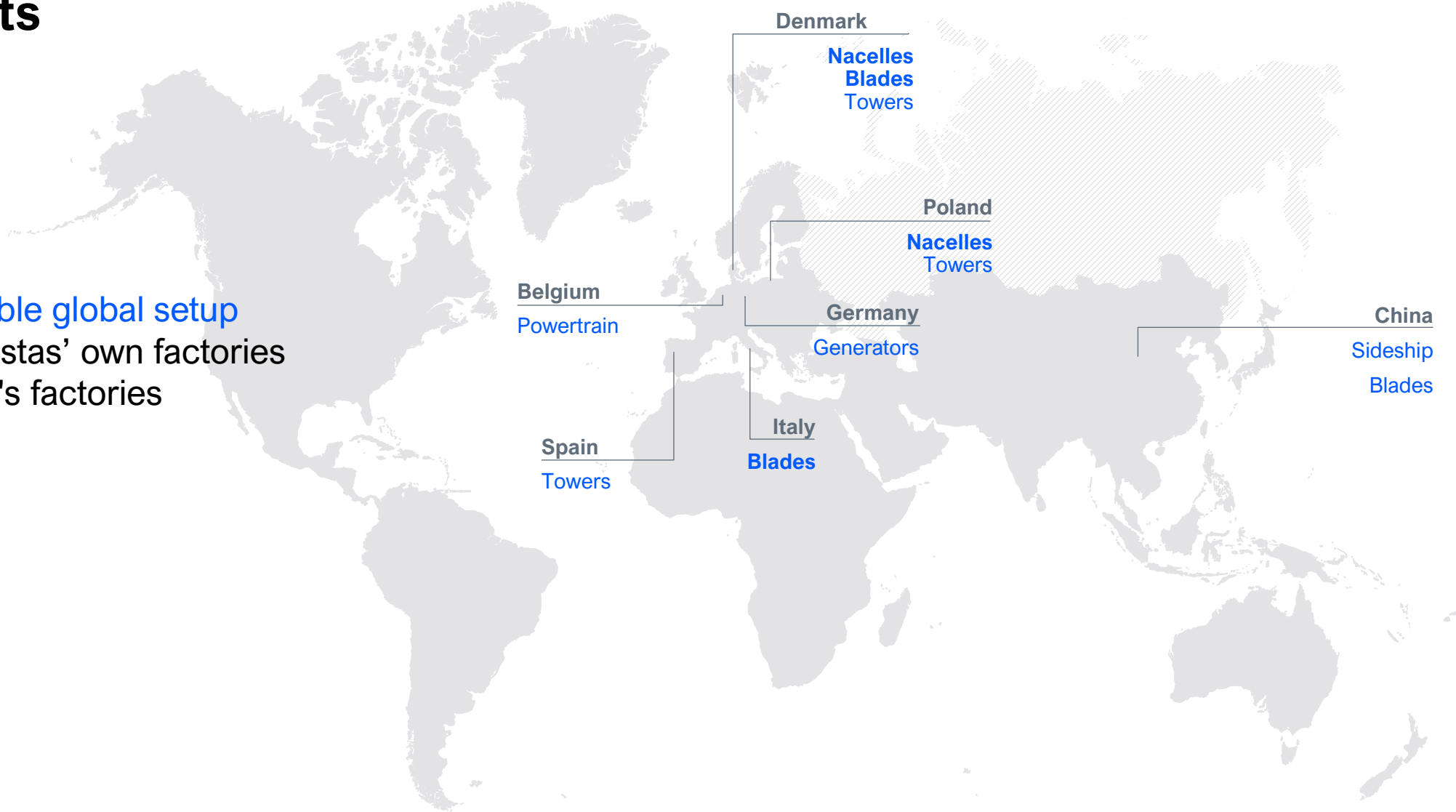
Ensure ability to deliver quality



Stop the race to the bottom

Offshore manufacturing footprint optimized to ensure competitiveness in key markets

A **scalable** and **flexible global setup** with supply from Vestas' own factories and Vestas' partner's factories



V236-15MW || Product development update

Focus on V236 15MW project closure and roll out in 2026



KEY HIGHLIGHTS

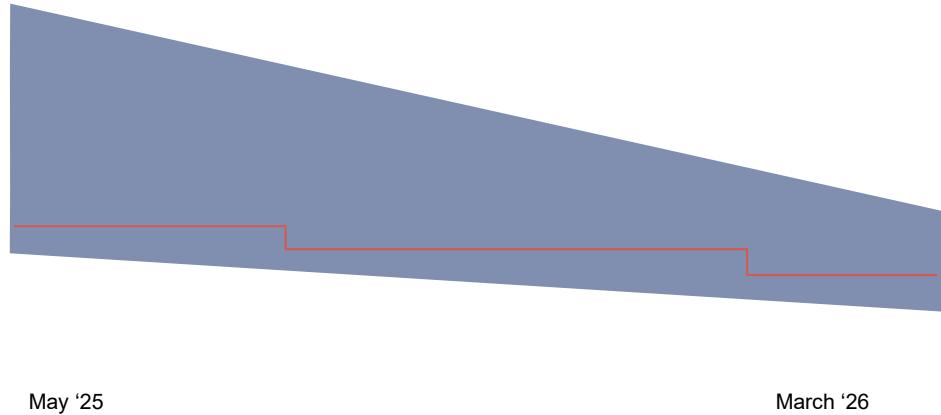
Changes

- **Safe Launch support**
- **Positive LPF development on general offshore fleet (V164 & V174)**
- **V236 15MW project progress:** Official development project closure planned before end of 2026.
- Risk issues being addressed through the **R&D Safe Launch** team.
- Dedicated **cost-out** plan for V236, supported by ongoing R&D development to drive **standardisation and industrialisation**

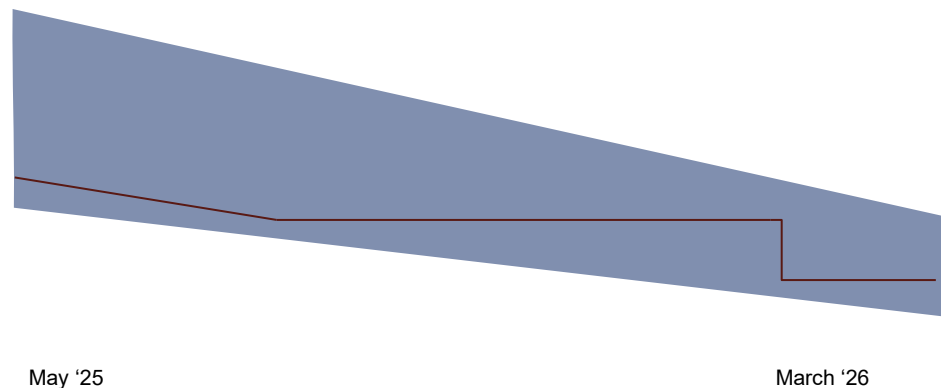
V236 Blades || Transformation program continues with strong process

Good takt time progress, however further improvements ahead

NAKSOV DK
Takt development



TARANTO IT
Takt development



Highlights

V236 ramp-up continues with significant progress but still some challenges :

Ongoing activities:

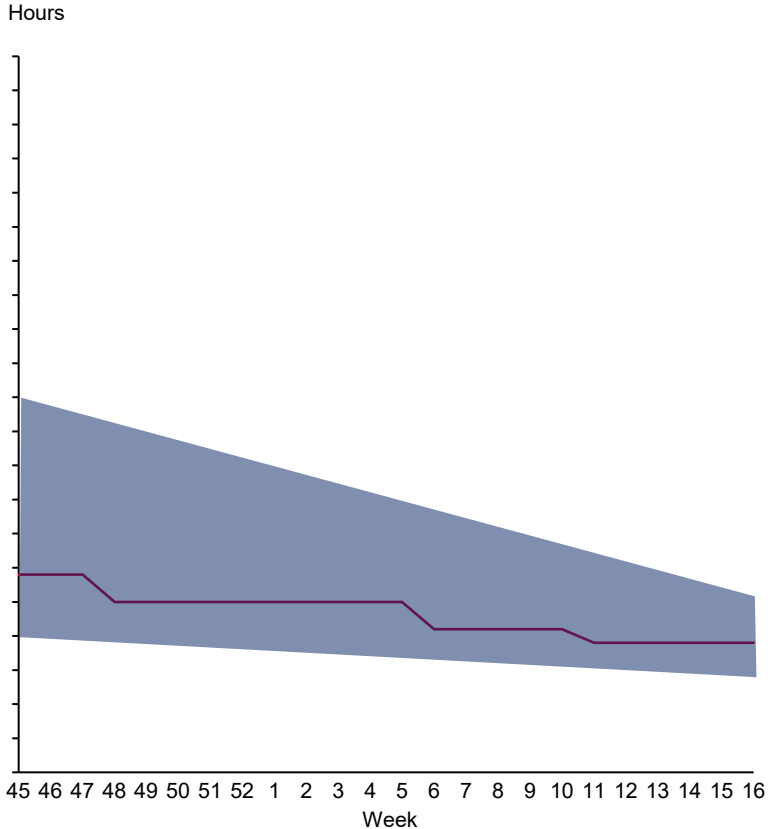
- Management of issue in **Web moulds change process**
- **Smooth exchange of web moulds and mould upgrades in Taranto**, planned during summer shutdown, to improve quality and cycle variation
- **Standard Work deployment** to close gap to targets.
- **Infusion time reduction** on trials with **supplier infusion kits** conducted with **good results**. Next step planning ongoing.
- **Elimination of top non-conformities** and delay deviations

V236 Nacelle || Steady improvement in Lindø and Szczecin takt time

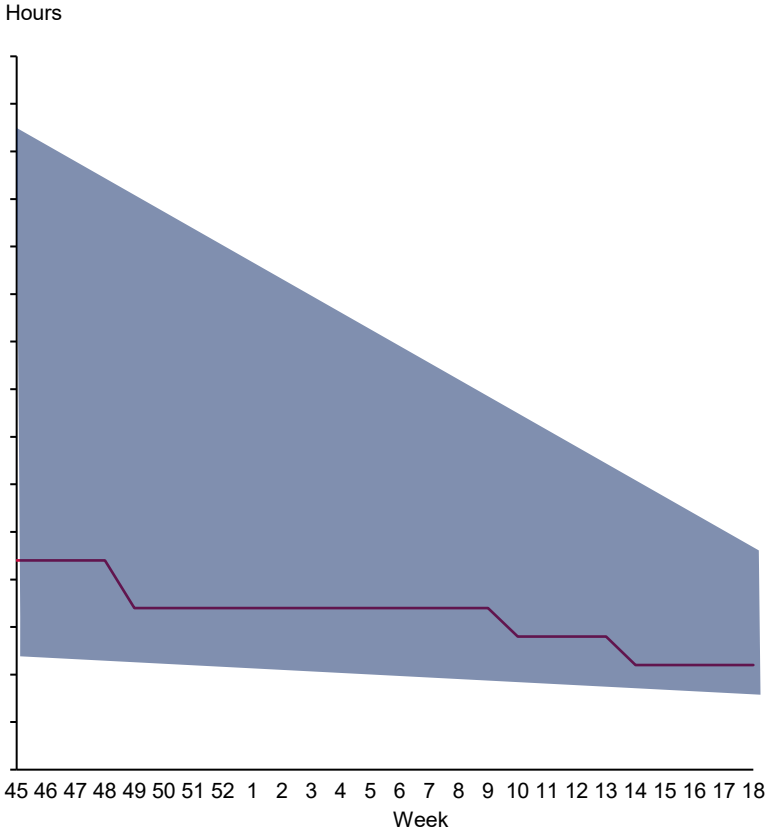
Good cycle time (takt) trend

LINDO Takt development

Key: — Planned Takt • Actual Takt



SZCZECIN Takt development



Highlights

Lindø

- Production in 2026 **slightly ahead**, with no backlog to be cleared.
- Takt time **plateaued near target**.

Szczecin

- Production in 2026 **slightly behind**, due to supplier issues
- **Record low takt** but with variation driven by line balancing + ramp-up phase

Transformation Program focus:

- Deploy **accelerated standard work deployment** waves through 2026 in Lindø and Szczecin inc. continued people training and leadership evaluation
- Deploy and excel in **Production Management System** essentials
- Stabilize low **material management**/logistics
- Reinforcement of **Quality** fundamentals

Thank You