

Vestas[®]

Wind. It means the world to us.[™]



Vestas is stepping up the game

Presented by
Vestas Spare Parts & Repair

Phil Jones, President of Spare Parts & Repair

With Vestas Spare Parts & Repair since January 1, 2009

Holds an Honours' Degree in Mechanical Engineering

Has earned a Post Graduate Diploma in Business Studies and a Six Sigma Master Black Belt

Has 15 years of experience at senior leadership level

Previously employed in Aerospace industry with Honeywell and General Electric

Nationality: British

Current business location: Bristol, UK





Service as a key market

- 79 per cent of operational turbines are under warranty – a period of transition is fast approaching
- Competitiveness increases
- Service as a key market
- Vestas is **stepping up the game...**

From Cost Center to
Profit Driver

Flexible Service
Offerings Emerging

Aggressive movement to
Full Service model



Vestas Service Business

- Expects the service business to grow at least as fast as the other activities
- Employs 7,000+ people in the Sales and Service functions
- Services 19,000+ turbines in 65 countries
- Provides service to a diverse range of customers
- Doubled its mean time between service inspections from 2008 to 2009
- Monitors more than 16,000 turbines, or about 27,500 MW: **24 / 7**



Service drives yield

Service in Vestas means:

- Establishing a close partnership with all customers
- Focus on the elements that drive yield
- Enabling operations through optimised maintenance
- Packages to provide continued service and maintenance



Service teams

- Integrated into the seven regional Sales Business Units
- Technical Support
- Wind turbine generator monitoring
- Field service engineers
- Customer Management



Supply chain for the Service teams

- Managed by the Spare Parts & Repair Business Unit
- Right materials on time every time
- Every turbine in our portfolio...for the whole life cycle
- Maintain and enhance the quality of the original product
- Innovative and economic solutions that reduce cost of energy



Developing risk sharing options



Do it myself, do it with me, do it for me



Strategic Material Support Offerings



Performance Management Services



Product Life Cycle Management

Service to support EBIT margin of 15%

- EBIT margin of 15% by 2015
- 3rd party turbines? Maybe...
- A demand for world-class service in the aftermarket provides the opportunity
- Key factors drive this success:

Continuous
cost improvement

Quality

Prompt
delivery

Relentless commitment
to customer focus and
customer service



V112 Reliability Centered Maintenance

Low operations and
maintenance costs

One annual service

Improved design for
service efficiency
and quality



High safety standards

- Customers demand it... **We** demand it
- A zero-accident culture
- Monitor equipment for quality and safety
- Train and develop employees... skill level and mindset
- Robust processes and controls in place
- Proper and safe product handover to our customers

Environmental responsibility

The value proposition for the customer has progressed



**Inspection
service
contracts**



**Maintenance
contracts**



**Maintenance
and repair
contracts**



**Full service
contracts**



**Customer
focused model**



As green as it gets



**Repairing and
enhancing key
components to extend
life is as green as it gets
in a sustainable energy
sector**

The Vestas logo is displayed in a white, italicized sans-serif font. It is positioned in the upper left corner of the page, which features a background of a bright blue sky with wispy white clouds. A semi-transparent white curved shape is visible in the top left corner, partially overlapping the logo.

Wind. It means the world to us.™

Thank you for your attention

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