Strong financial performance delivered

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Forward-looking statements include, among other things, statements concerning Vestas' potential exposure to market risks and statements expressing management’s expectations, beliefs, estimates, forecasts, projections and assumptions. There are a number of factors that could affect Vestas' future operations and could cause Vestas' results to differ materially from those expressed in the forward-looking statements included in this presentation, including (without limitation): (a) changes in demand for Vestas' products; (b) currency and interest rate fluctuations; (c) loss of market share and industry competition; (d) environmental and physical risks; (e) legislative, fiscal and regulatory developments, including changes in tax or accounting policies; (f) economic and financial market conditions in various countries and regions; (g) political risks, including the risks of expropriation and renegotiation of the terms of contracts with governmental entities, and delays or advancements in the approval of projects; (h) ability to enforce patents; (i) product development risks; (j) cost of commodities; (k) customer credit risks; (l) supply of components from suppliers and vendors; and (m) customer readiness and ability to accept delivery and installation of products and transfer of risk.

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Profitable Growth for Vestas

Vestas has delivered strong financial results since the launch of the strategy 2½ years ago

To be the undisputed global wind leader
- Market leader in revenue
- Best-in-class margins
- Strongest brand in industry
- Bringing wind on a par with coal and gas

Deliver best-in-class wind energy solutions and set the pace in the industry to the benefit of Vestas’ customers and the planet

Grow profitably in mature and emerging markets
Capture the full potential of the service business

Reduce levelised cost of energy (LCOE)

Improve operational excellence

Accountability, Collaboration, and Simplicity

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Markt leader in revenue…

<table>
<thead>
<tr>
<th></th>
<th>Revenue, 2015 (bnEUR)</th>
<th>EBIT margin, 2015 (percent)</th>
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</thead>
<tbody>
<tr>
<td>Vestas</td>
<td>8.4</td>
<td>10.2</td>
</tr>
<tr>
<td>Peer 1</td>
<td>5.7</td>
<td>10.1</td>
</tr>
<tr>
<td>Peer 2</td>
<td>4.5</td>
<td>8.4</td>
</tr>
<tr>
<td>Peer 3</td>
<td>4.2</td>
<td>5.2</td>
</tr>
</tbody>
</table>

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Note: Peer data subject to public availability.
1. Is stability the new normal for Vestas?

2. Balance Sheet and Capital Structure reflections

3. Summary and questions & answers
Vestas’ business model has diversified over the last 5 years

With strong positions in each of the three main business areas, Vestas is well positioned to reap the benefits of a more stable market situation.

**Wind turbines**
- Long-term PTC visibility.
- German energy law approved.
- RE targets in place or increasingly coming so.
- EMs establishing framework policies around REs.
- Order backlog: EUR 8.6bn*.

**Services**
- Stable business with high profitability.
- Market for services expected to continue to grow.
- Installed base is only getting bigger.
- Order backlog: EUR 9.4bn*.

**MHI Vestas Offshore Wind**
- JV on track and according to plan.
- Controlled ramp-up.
- Impeccable cooperation.
- Satisfactory exposure to promising offshore market.
- Announced firm orders ~1.2GW

* As of Q1 2016.
Turbine business supported by broad-based demand

Although fluctuating somewhat, turbine revenues have been increasing over time, supported by a diversified market footprint, second to none in the industry.

**Order intake 2015:**
- 8,943 MW
- 34 countries
- 5 continents
Service business continues to contribute with stability

Strong growth in service revenue, supported by sale of new turbines and the largest installed base in the industry

Onshore service revenue
mEUR

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>659</td>
<td>825</td>
<td>889</td>
<td>949</td>
<td>1,138</td>
</tr>
</tbody>
</table>

Installed base:
> 75 GW
- 75 countries
- 6 continents
MHI Vestas Offshore Wind: performance according to plan

Solid order intake and continued strong performance of the existing fleet provide a firm base for the years ahead. Extensive V164 start-up costs expected to offset increased revenue in 2016.

Key messages 2015/16

- Solid order intake.
- Maturing V164-8.0 MW technology.
- Preparing extensive ramp-up of manufacturing.
- Ensuring strong performance of existing installed base.
- First year with extensive D&A on V164-8.0 MW.

Outlook

- Activity level will continue to increase with factories ramping up for first offshore V164 project.
- Execution of existing V112 3 MW turbine and service order backlog.
- Increased activity level expected to result in higher revenue – earnings to decline due to extensive start-up costs for V164 introduction.
JV net income not expected short term to absorb 8 MW ramp-up
Quarterly fluctuations will remain. V164 start-up costs expected to negatively impact the JV in 2016.

**Key takes:**

- **Vestas’ share of JV profit:**
  Extensive start-up costs related to V164 will have a negative impact on the overall profit in the JV more than offsetting the expected higher revenue in 2016.

- **Effect of ToR difference in sale of 3 MW turbines to JV:**
  Dependent on ToR timing differences of
  - Nobelwind, 165 MW (3 MW, expected Vestas ToR in 2016/17); and
  - Rampion, 400 MW (3 MW, expected Vestas ToR in 2017); and
  - … potential new 3 MW offshore orders.
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Net Working Capital a key enabler in balance sheet journey

Impressive NWC development which has been stabilising in current high-activity environment

Key takes:

- Main cash conversion cycle opportunities:
  - Lower MW under completion.
  - Better payment terms.
  - Lower inventory.
  - Reduce lead times.

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<tbody>
<tr>
<td>(596)</td>
<td>(1,068)</td>
<td>(1,383)</td>
<td>(957)</td>
<td>(233)</td>
<td>(71)</td>
<td>317</td>
<td>672</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>317</td>
<td>672</td>
</tr>
</tbody>
</table>
Cash increasingly generated by earnings

Cash generation increasingly driven by operations in recent years, signalling longer term ability to sustainably generate cash.

Key takes:

- Leverage ratio far below the limit of 1 times EBITDA at any point in the cycle due to the strong net cash position.

- Strong cash generation from operations in 2015, payment of dividends for the first time in 12 years and the first ever share buy-back programme conducted in November-December 2015.
Solvency ratio a key metric in conservative capital structure

Solvency ratio currently the more limiting factor in the re-distribution of cash

Key takes:

- Solvency ratio is seen as a strong business enabler, as it is an easy to understand metric in customer discussions.

- A strong solvency ratio and credibility as it relates to maintaining a trustworthy capital structure policy is what enables improved flexibility, terms and conditions and gives better access to favourable credit and bonding facilities.
Risk-averse customers are still requiring certainty
…and hence, contingent obligations such as e.g. guarantees continue to play a role

Types of guarantees

1. Bid bond
   Before shipment of wind turbines to the site

2. Advance payment bond

3. Performance bond
   After delivery of the first wind turbine to the site

4. Warranty bond

1. Quotation/offer
2. Signing of contract
3. First shipment / delivery on site
4. Taking over
The need for credit facilities has not vanished
Vestas’ credit and bonding facilities are being utilised to support ongoing business operations

Credit and bonding facilities, year end 2015
mEUR

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th>Drawn</th>
<th>Available</th>
<th>Expiry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main credit facilities*</td>
<td>1,050</td>
<td>92</td>
<td>958</td>
<td>2021</td>
</tr>
<tr>
<td>Other credit facilities*</td>
<td>397</td>
<td>251</td>
<td>146</td>
<td>2017</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>500</td>
<td>500</td>
<td>0</td>
<td>2022</td>
</tr>
<tr>
<td><strong>Total credit facilities</strong></td>
<td>1,947</td>
<td>843</td>
<td>1,104</td>
<td></td>
</tr>
</tbody>
</table>

First of two options to extend the final maturity by 1 year was exercised in May 2016. Final maturity now 3 June 2021.

Main credit facility consists of a EUR 1,050m revolving credit and bonding facility with a strong banking group:

* The drawn amount is not cash but related to issuance of bonds.
Priorities for capital allocation

In years without major extraordinary investments the total return to shareholders through dividends and share buy-backs may constitute the majority of the FCF.

**Mid-term ambitions:**
- Double-digit ROIC
- FCF ≥ 0

**Capital structure targets:**
- Net debt to EBITDA < 1.0x
- Solvency ratio = 30-35%

**Organic growth**
- Investments.
- R&D.
- Strong balance sheet to enable growth.

**Acquisitions**
- Bolt-on acquisitions (not building war chest for major acquisitions).

**Dividend**
- 25-30% of the net result of the year after tax.
- Pay-out during H1 given AGM approval.

**Share buy-back**
- From time to time to adjust capital structure.
- IF relevant launch during H2 based on realised FCF performance.

**Dividends**

**Share buy-backs**

**Time**

H1

H2
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Thank you for your attention