



The Future of Renewable Energy in Russia

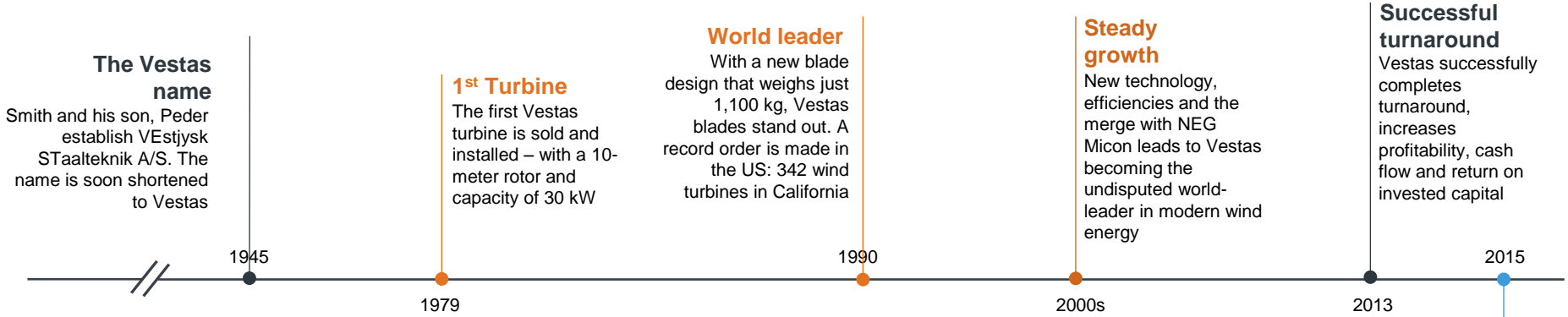
Vestas Wind Systems A/S
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Public

Vestas in brief

The only global wind energy company

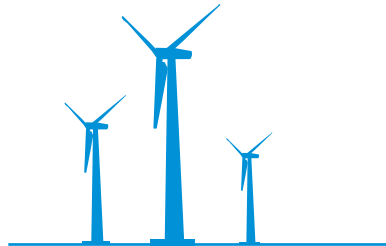


Continued growth
Vestas continues success in turnaround and undergoes further expansion with the acquisitions of UpWind Solutions and Availon



+ 22,700

We employ more than 22,700 people worldwide and have more than 35 years of experience with wind energy



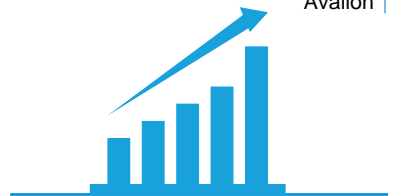
+37,500

We have more than 37,500 turbines under service agreements, or around 73 GW



+ 62,000

We have more than 62,000 turbines or 87 GW cumulative installed capacity in 76 countries worldwide spanning six continents

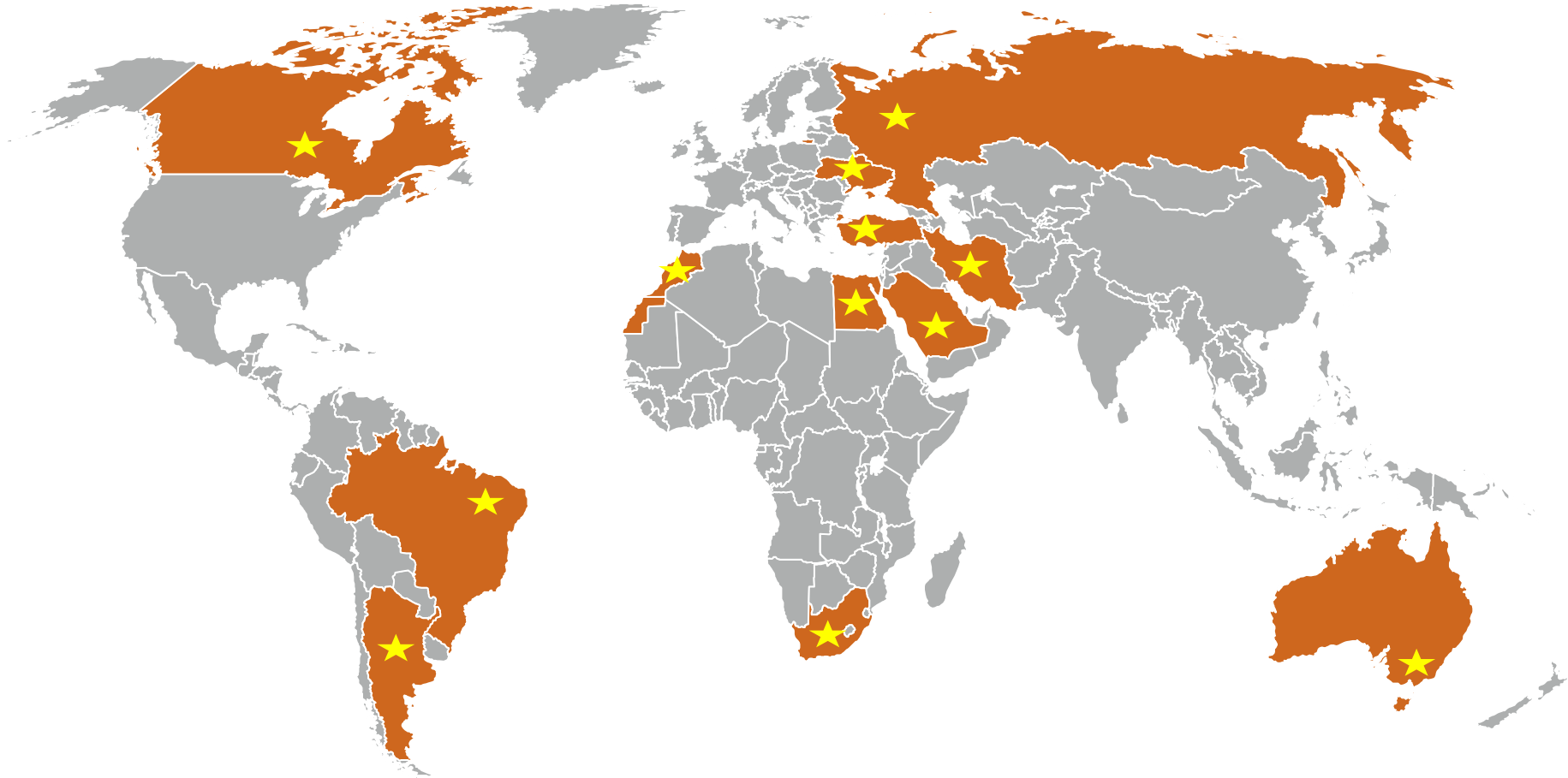


€ 10.2bn

Vestas' revenue for the full year 2016 was EUR 10.2bn



Vestas experience with local content markets



Russian Federation:

- World's 4th largest electricity market → highly attractive market to new large-scale wind energy projects
- Clear local content requirements → localization needed from the very beginning
- Tender well designed to give OEMs long term demand clarity

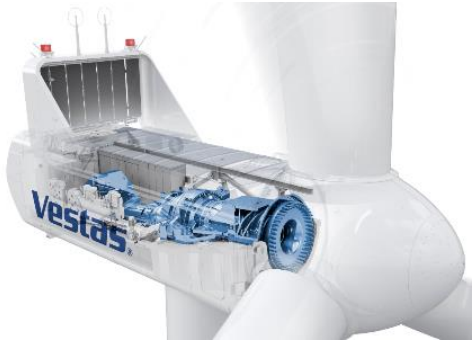
Vestas office and manufacturing facilities

Vestas establishment of onsite presence in the Russia Federation

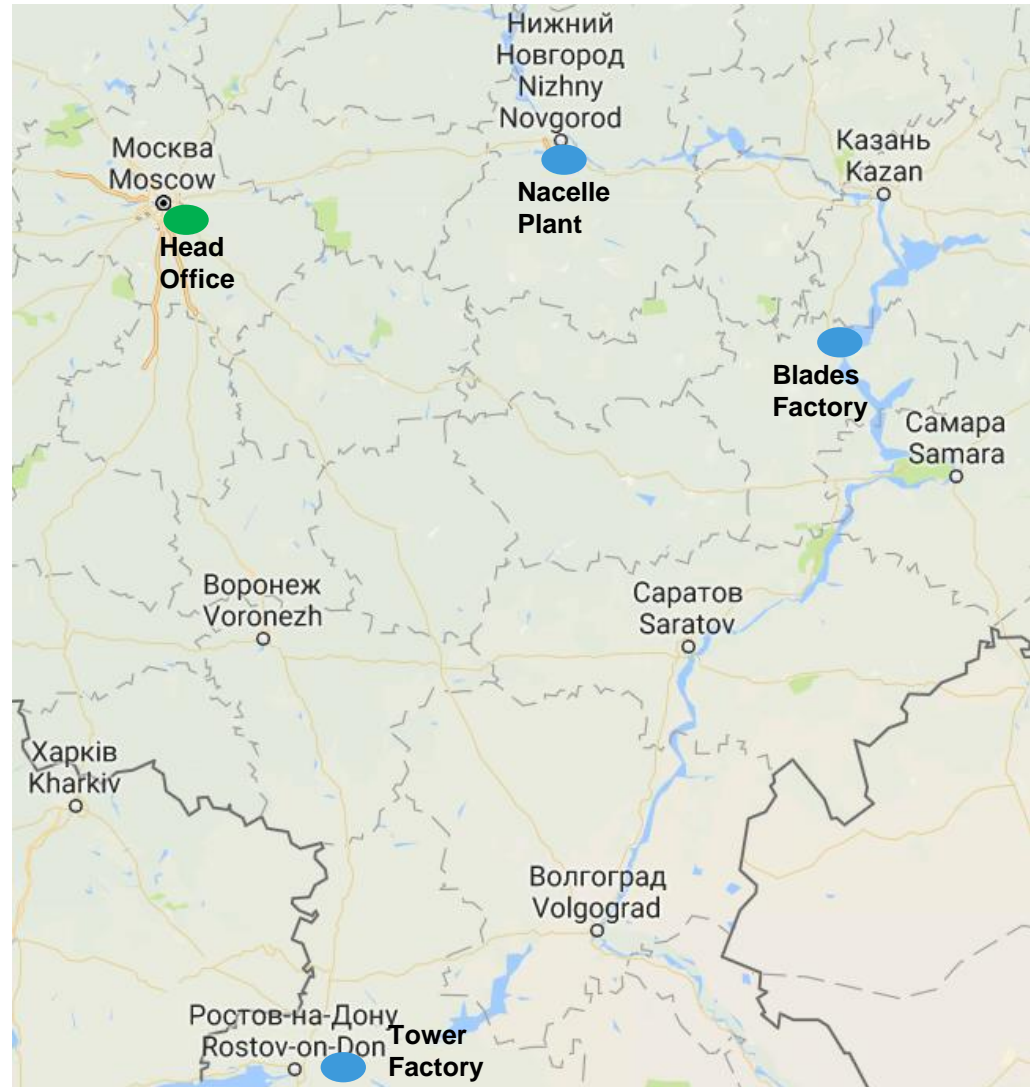
Blades factory: Ulyanovsk region



Nacelle plant: Nizhny Novgorod region



Tower factory: Rostov region



- - Office
- - Factories

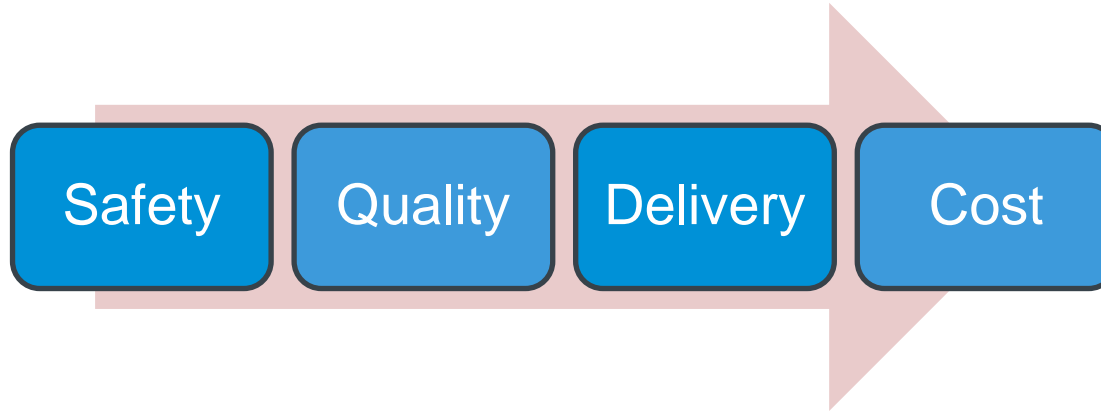


What is next?

Industrial eco-system in the Russian Federation



New Supplier



Vestas Supplier

Safety first:

- Suppliers needs to comply with international and Vestas safety rules.

Quality:

- Zero defect principle.
- Complying with Vestas and International quality and material requirements

Delivery:

- On-time delivery every time.
- Logistic capabilities complying with international and national requirements

Cost:

- Continues cost competitiveness
- Total-landed-cost mindset.
- Proactive mindset to cost-out and component improvements.



Thank you for your attention

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