

Supplier Approval Process

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Pioneers In Development And Sustainability

- **Acciona**
- **Supplier Approval Process**
- **Supply Chain Attributes**

ACCIONA is one of the world's leading renewable energy companies.

- ACCIONA is a **100-year-old, \$12 billion global company** and has pioneered renewable energy solutions for nearly 20 years
- ACCIONA is **active in all major renewable energy solutions** - solar, wind, geothermal, biomass, bio-fuels and small hydro
- ACCIONA works in other sustainable areas of business, including water treatment, infrastructures, logistics and transport, environmental services
- ACCIONA produced **8 billion KWh of electricity** from renewable energy sources in 2007 - **avoiding 7.7**



\$12.002 Billion in Revenue

- 83.9% increase over 1H 2007
- Largely due to ACCIONA Energy with

1h 2008
Results



- Operating on 5 Continents, 30 countries
- 40,000+ Employees
- Installed capacity of 4225 MW
 - 3931 from wind (195 wind parks in 13 countries)
 - 192 from solar
- 4 wind turbine assembly plants (1 U.S., 2 Spain, 1 China)
 - 1,100 nacelles in 2007

Milestones:

2000

First AW-60/1300 GL class I prototype

2001

Second AW-70/1300 GL Class III Prototype

2002

Third AW-70/1300 GL class III prototype

2003

AW-70/1300 GL class III prototype

Barasoain (Navarre, Spain)

2004

Production began on the AW-1500 series

2005

Opening of the plant in La Vall D'Uixo (Castellon, Spain)

2006

Opening of the plant in Nantong (Jiansu China).
Ninth wind power manufacturer in the world.

2007

Opening of the plant in West Branch (Iowa, USA). Seventh wind power manufacturer in the world.



Acciona Windpower North America, LLC.

- AWP's North American Business Unit created April 2007

- Nacelle Assembly Factory
- Supply Chain Management
 - Supplier Development
 - Procurement
 - Planning/Scheduling
 - Logistics
- WTG Erection and Commissioning
- Post-Sale Support
 - Operations and Maintenance
 - Warranty
 - Parts
- Business Development



West Branch Wind Turbine Assembly Plant

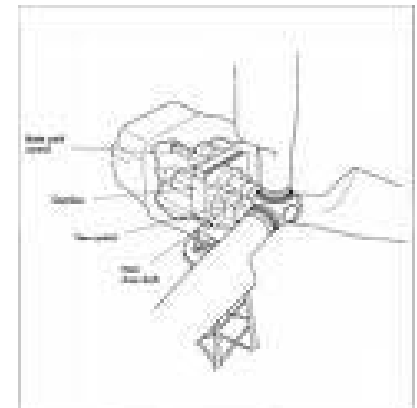
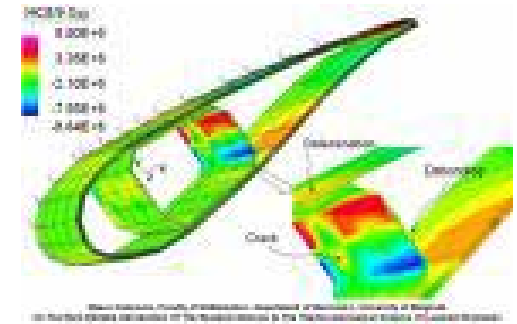


Production Start Up December 2007



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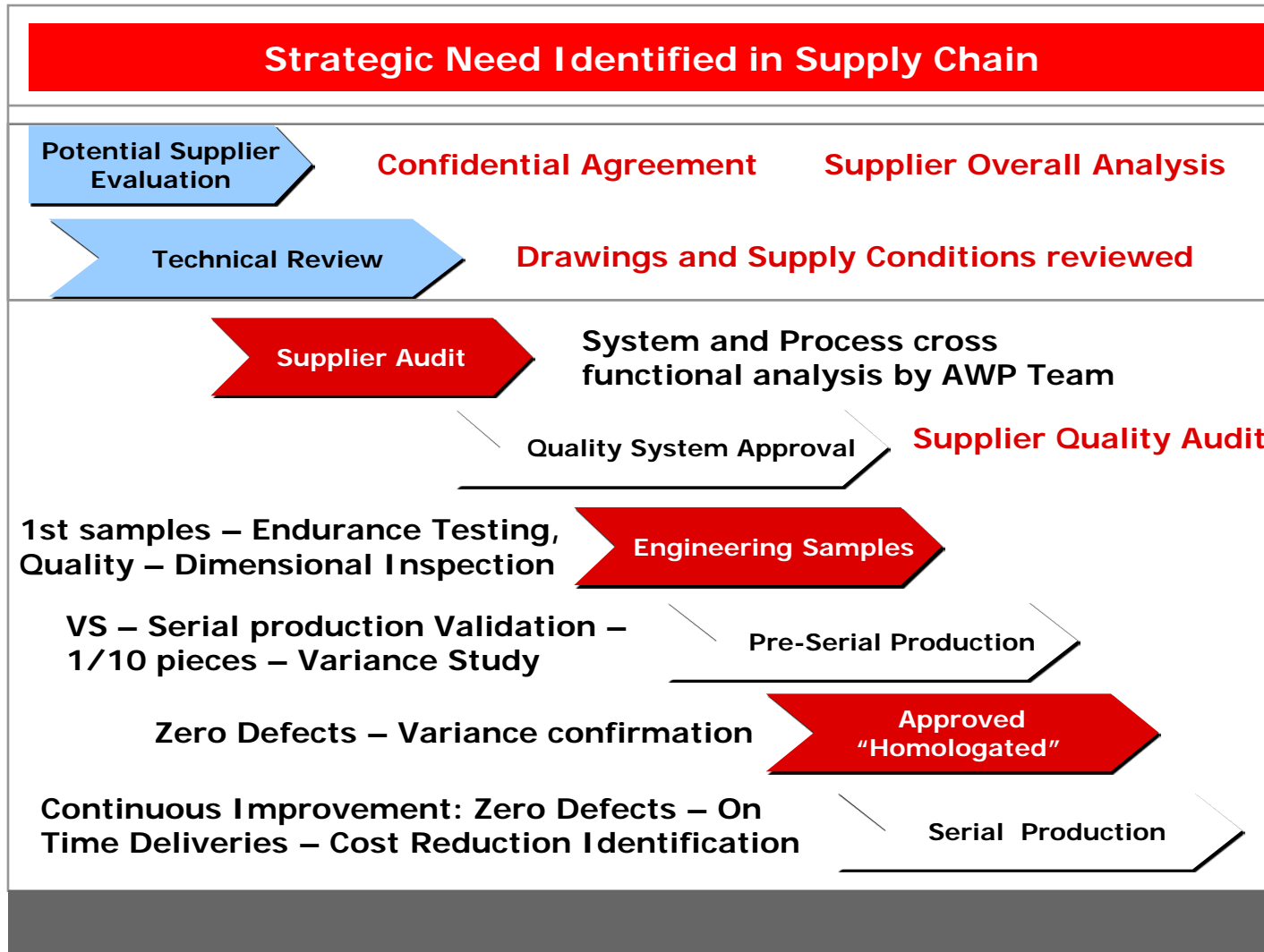
Technical Design or Co-Design



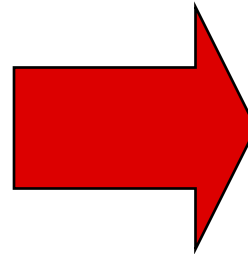
Engineering Drives Requirements- Power Curve, FEA, load transfer, etc.

Supplier Approval Process – “Homologation”

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Current
**Capacity
&
Quality**

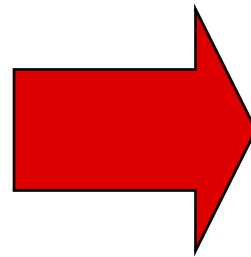


Future
**Cost
&
Service**

- **Volumes - Capacity**
- **Mix – Model Changes**
- **Location – Management of Logistic Costs**
- **Agreements – Duration, Penalties**
- **Supply Chain Management**
 - Inventory (seasonal issues of North America)
 - Lead Time (manage supply inputs)
 - Buffer Stock management
 - Scheduling adaptability to demand

Supply Chain Evolution

Current
Relationships
Strained
Due to
Growth
& Economy



Future
Relationships
Manage the
“Win – Win”
Growth in
Wind Power

Thank You

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