RES APQP4Wind Membership

How is quality seen as a business enabler in RES

Ike Anyanwu-Ebo - RES Group HSQE Senior Director / APQP4Wind Board of Directors

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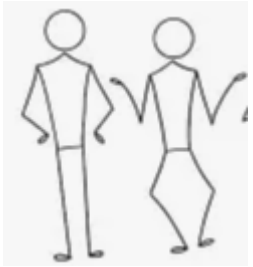
Improving the Wind Industry – One Quality Moment at a time

Quality Moment = A short, focused message that reinforces practical quality behaviors and risk-based decision making across the wind industry supply chain.

Create shared understanding of APQP4Wind principles
Demonstrate leadership commitment & spark dialogue



Internal teams + external partners/suppliers across design, manufacturing, logistics, installation, and service.

One principle (e.g., front-loaded quality, risk-based decisions, end-to-end ownership, supplier integration, disciplined change).

One real example (lesson learned, best practice, or common pitfall).

1. Hook (15–30s): the situation or risk in one sentence.
2. Principle (30–60s): what “good” looks like.
3. Example (60–120s): what happened / what was learned.
4. Takeaway (30–60s): the one behavior to adopt.
5. Reflection (15–30s): one question to apply locally.

- Audience can repeat the principle in one sentence.
- Audience leaves with one concrete action and one question to discuss internally.
- Follow-up dialogue: risks surfaced earlier; fewer late surprises and escapes.

Proposal by: *Eva Rutkowski (SGRE) and Ike Anyanwu-Ebo (RES)*

Quality Moment

RES Americas HSQE Quality

A Winning Quality Culture – Our four value-driven Quality Behaviours (LED and HIVE)

Stop and speak up

If you are in doubt if quality is compromised, you immediately stop and speak up

Do it right first time

You feel proud and passionate to do things right the first time

Adhere to processes

You adhere to processes and continuously improve how we work to improve quality

Learn from mistakes

You collaborate with colleagues and learn from mistakes

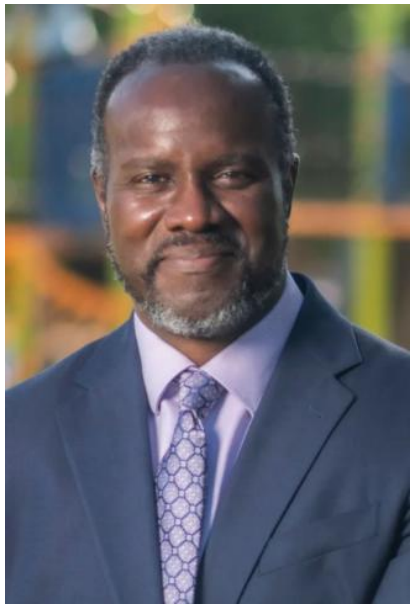
Motorcraft (Ford) Spark Plugs:

https://app.heygen.com/videos/the-standard-of-excellence-909549633d0945c49e5a155fc3e7ace8

What is wrong with this scene?

Driving Global Quality Assurance and Standardization

Ike Anyanwu-Ebo



- **Senior Director RES Group HSQE:**

  Accountable for Global Quality Assurance and Standardization – RES

- **Over 30 years in automotive and renewable energy quality management, product development, and manufacturing:**

  Former Global Quality Chief Specialist – Vestas

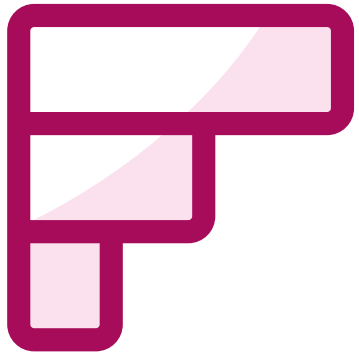
  Former V164, 8MW Systems Integration Chief Specialist – Vestas

  Former Drivetrain Six Sigma Black Belt and Engineering D&R Supervisor – Ford

- **Board Member – APQP4Wind**
- **U.S. and Canada Country Ambassador – APQP4Wind**
- **Colorado Adams 12 School District – Elected School Board Director**

RES – Who we are and what do we do?

- RES (Renewable Energy Systems) is the world's largest independent renewable energy company and has operated for more than 40 years.
- Active across the full renewable energy lifecycle—from development and construction to asset management and operations & maintenance in Wind, Solar, and Battery Electric Storage Systems (BESS)
- Joined APQP4Wind in 2024
- Committed to supporting the development of global wind quality standards



Your business scope, whether in engineering, manufacturing, construction, O&M, or service, includes which type of renewable energy?

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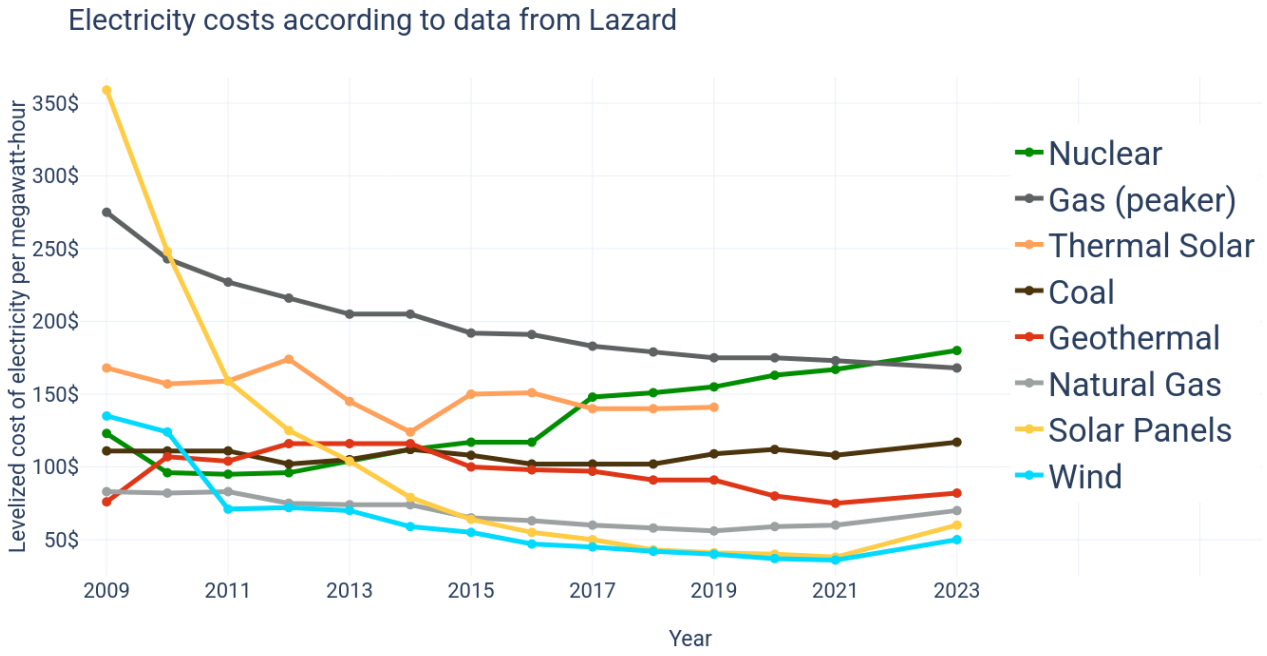
Why RES focuses on APQP4Wind – To drive Speed, Efficiency, and Predictability that will lead to:

"Quality is not a cost – it is the most effective lever we have to reduce risk, lower LCOE, and protect profitability." – **Kim Nedergaard Jacobsen (APQP4Wind CEO)**

- **Increased** EBIT / Profitability / Business Case Certainty through lower Levelized Cost of Energy (LCOE)



- **Lower** LCOE through lower CoPQ (Cost of Poor Quality)

What can APQP4Wind do to help you lower your CoPQ and subsequently your LCOE?

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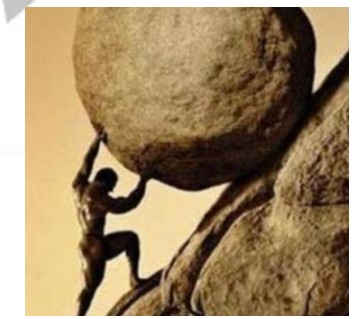
What APQP4Wind has meant for RES:

- **Lower** CoPQ and Warranty Exposure – QA (risk prevention/mitigation) vs. on-site QC (inspection and re-work)

  - **QC**: Global 8Ds (**US$2M Bekevar Wind CoPQ**)
  - **QA**: D/PFMEAs (**3 FMEAs running**)
  - **QA**: PPAP with 2 key suppliers and 12 sub-suppliers (**est. US$60M in spend**)

- **Increased** application of Continuous Improvement (CI) – quantifying, prioritizing, and improving current processes



  - **CI**: Quality Walks/Observation program (**200 completed**)
  - **CI**: Qualified Electrical Worker (QEW) program (**189 trained**)
  - **CI**: Rolling Construction Service Work Instructions (SWI) re-writes **(nearly 200 re-writes**)

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Ongoing Threats at RES

- **THREATS:**
  - Quality Control (**Inspection**) over Quality Assurance (**Avoidance**) focus
  - **Blaming** the **worker vs**. blaming the **system** when defects occur
  - **Adapting Manufacturing** and **Wind-based** APQP4Wind framework to support **RES Solar and BESS EPC business**
  - **Inability** and **lack of culture** in **tracking** Cost of Poor Quality (**CoPQ**) throughout the value chain
  - **Delivery and Cost vs. Quality** seen as conflicting in planning and approach to EPC projects

What do you think are threats to the wind and the renewable energy industry writ large?

Q & A