



Condensation day at Horns reef (80-V80-2,0MW)

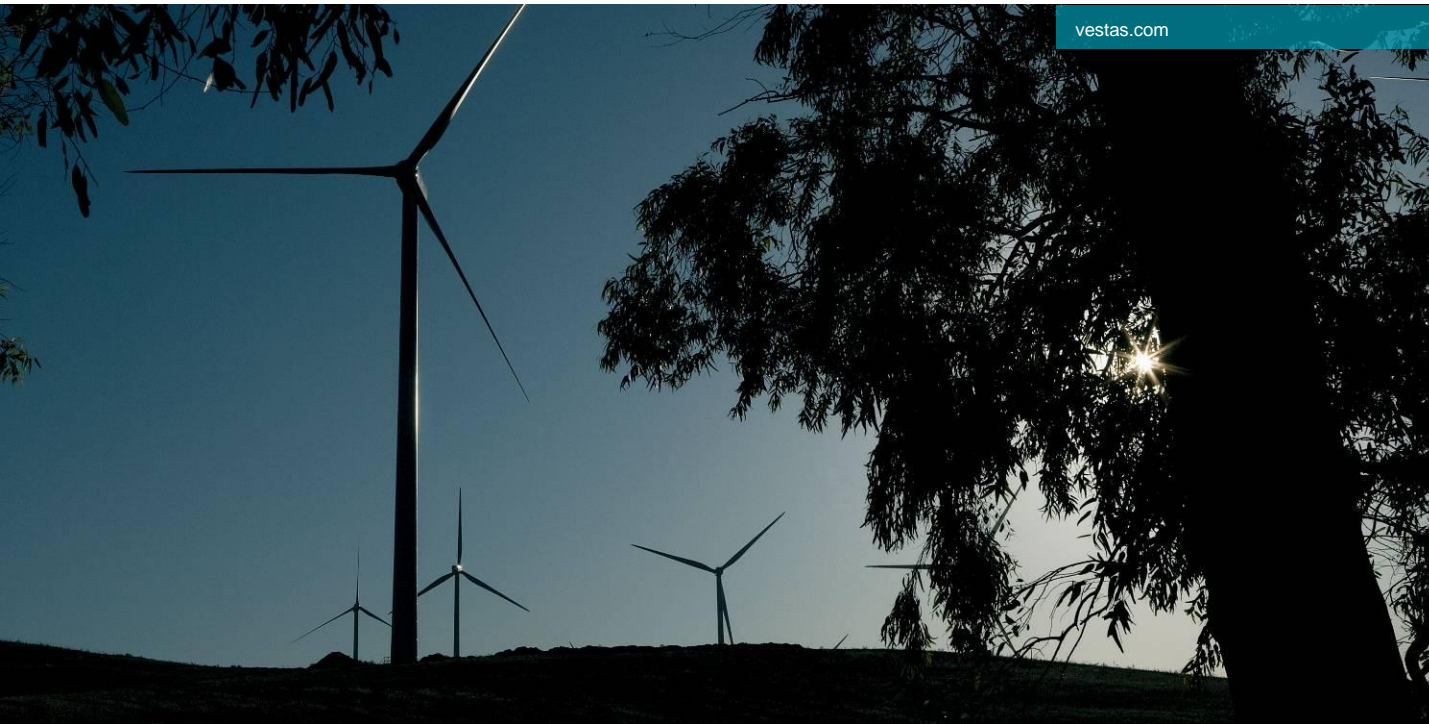
No. 1 in Modern Energy



The Vestas Story

Temadag for kommunerne 2. marts

Søren Plagborg Vestas Northern Europe



Vestas[®]

History



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Our Vision

Wind ... Oil and Gas

Vestas[®]



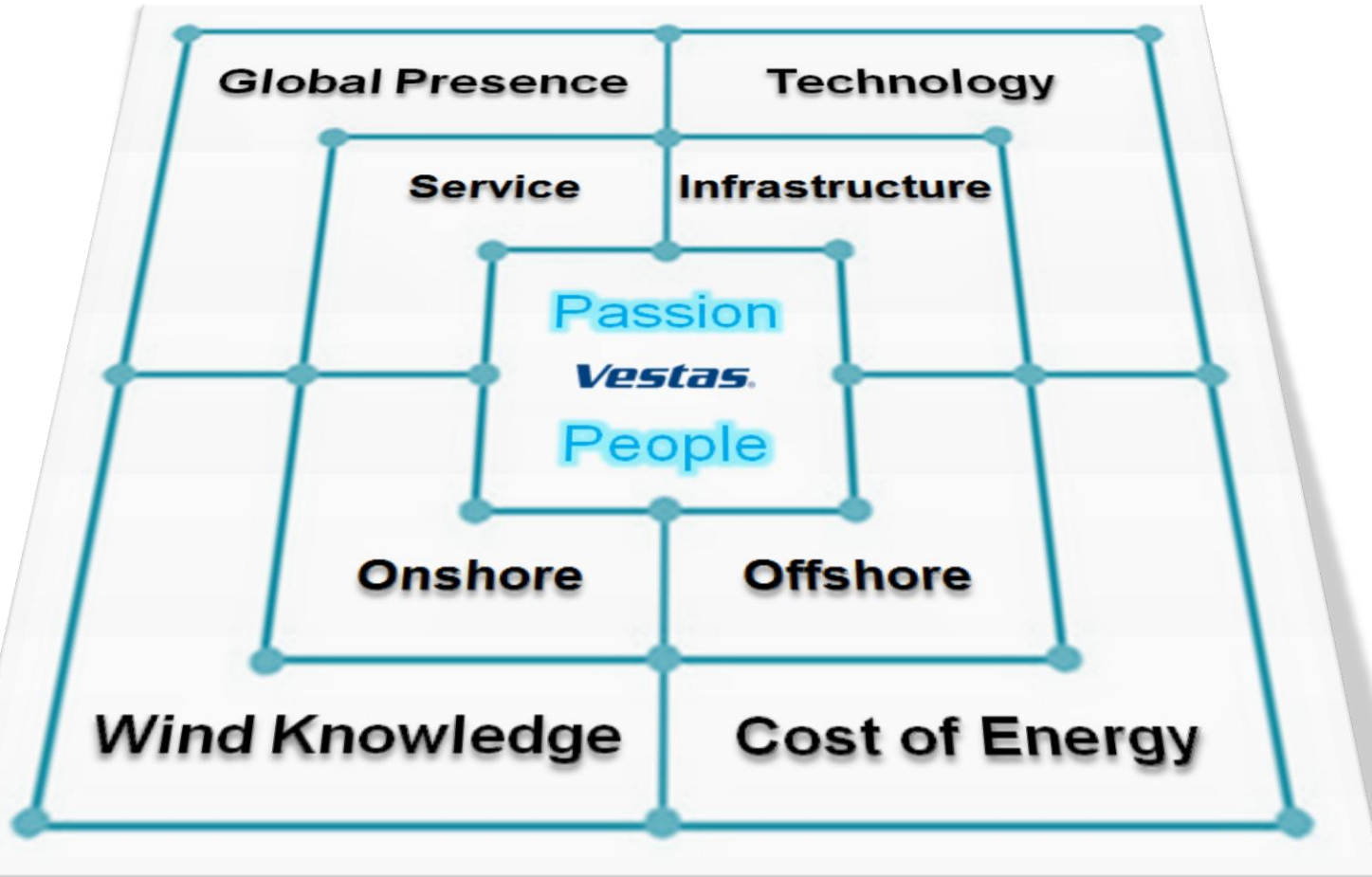
Vestas' Mission:

Failure is not an option

= **Business Case**
Certainty

Failure is not an option

The Total Value Proposition



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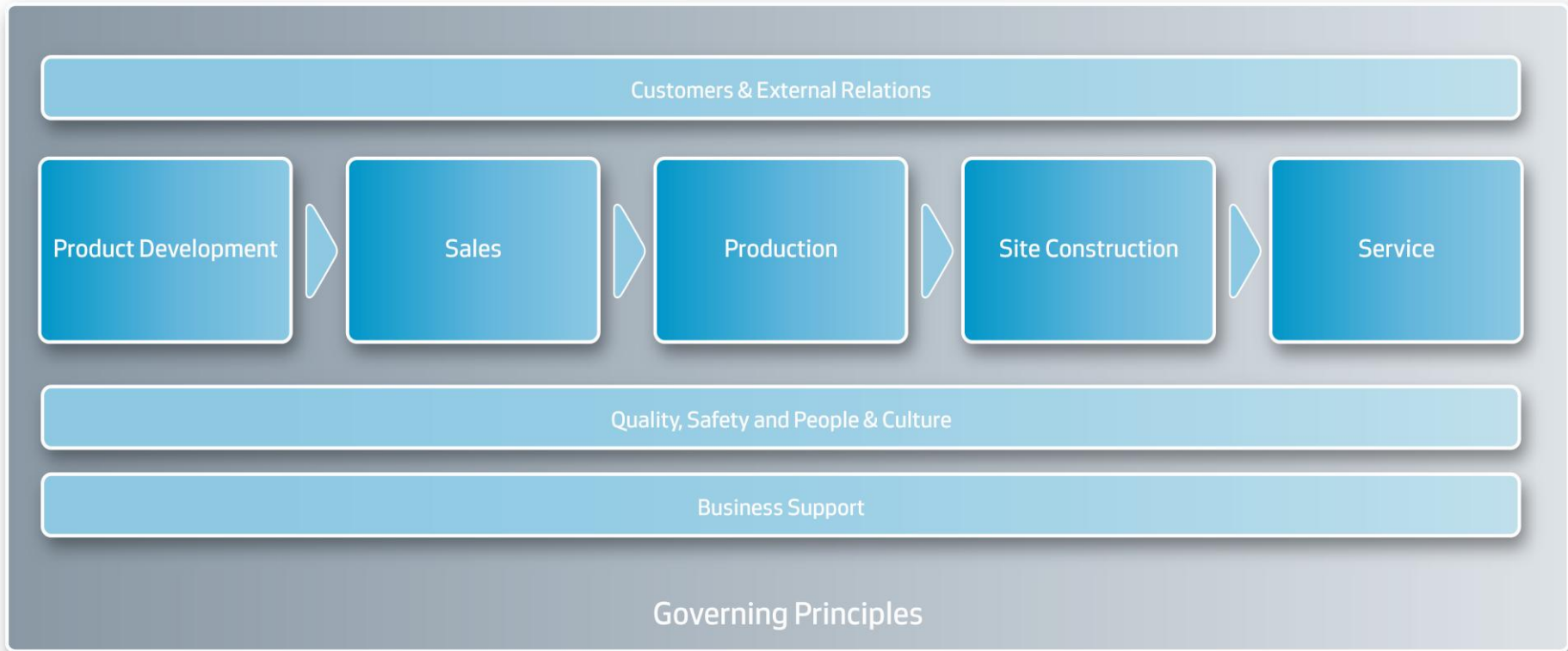


Our Product

Vestas[®]



What we do...



A new value chain focused on customers

We produce nacelles in 15 locations around the world



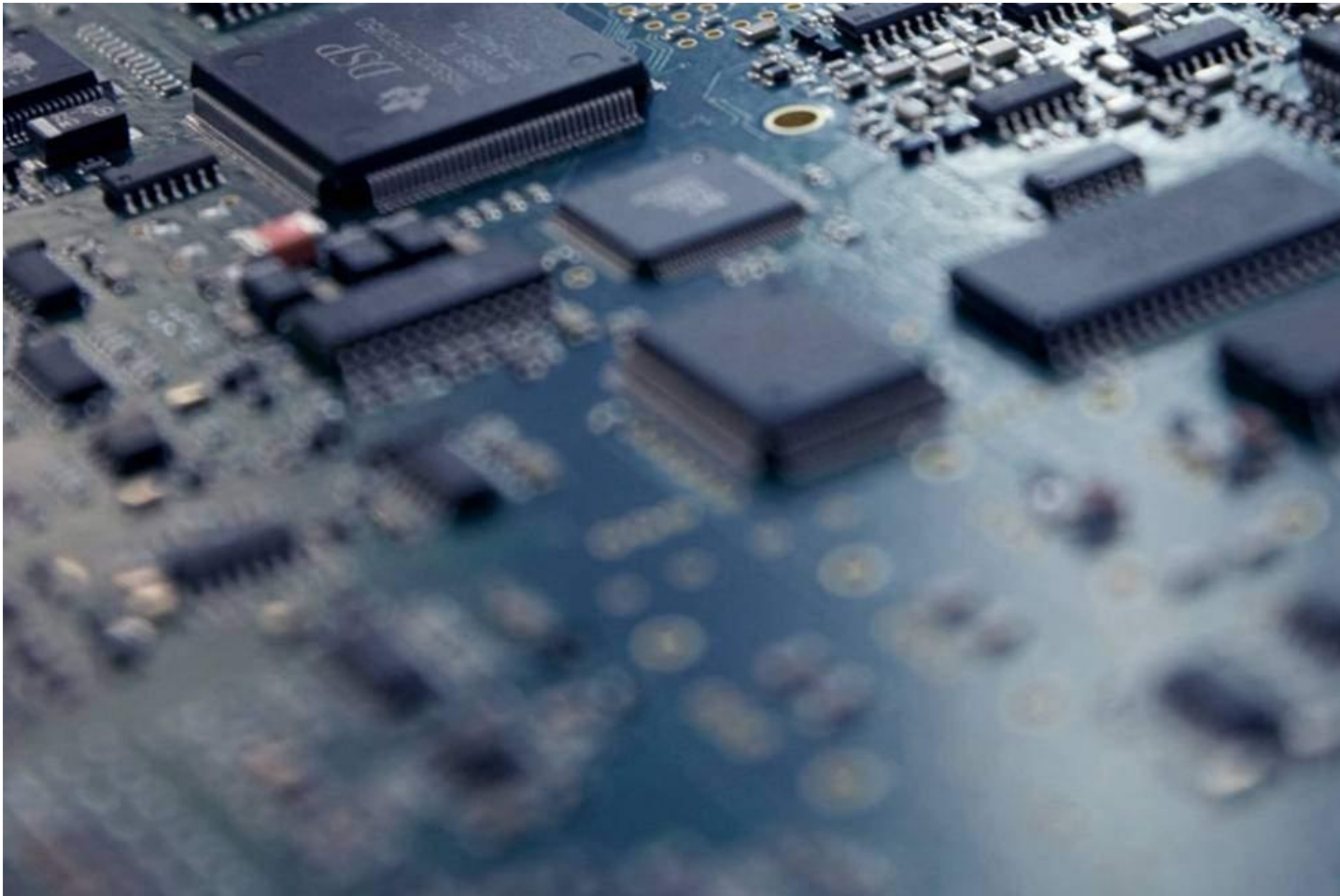
We craft blades in 7 different locations



... produce towers in 3 locations



**...and deliver our controllers from
5 locations in Spain, China and Denmark**



Vestas Global R&D

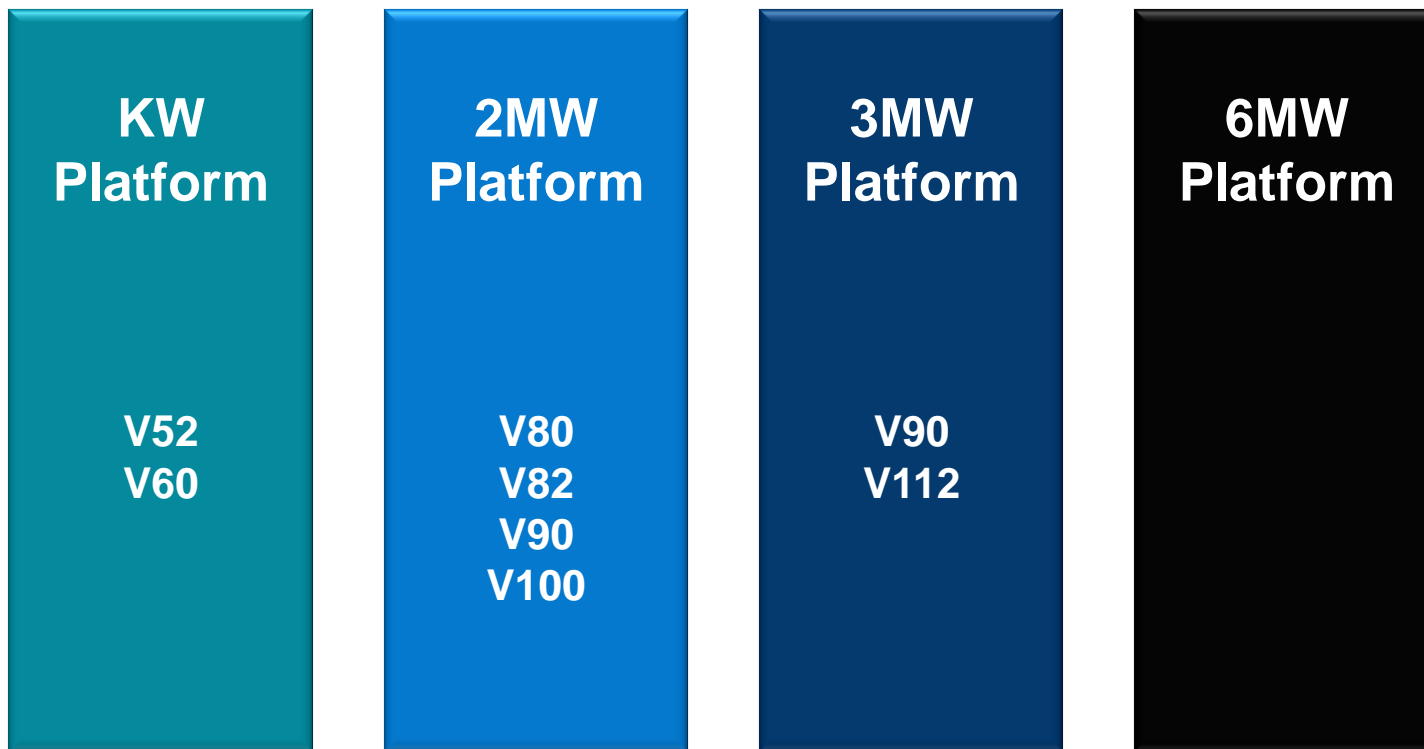


The world's largest pure Wind R&D Unit to further expand by **600 new colleagues** throughout several R&D hubs.

2005 (The Will to Win): **500** R&D employees

2010 (End): **2,000** R&D employees

The Turbine Range



Constantly improving efficiency on platforms.
Competitive and predictable cash flows.

The New Service Range

Service Support

Turbine Service

Plant Operation

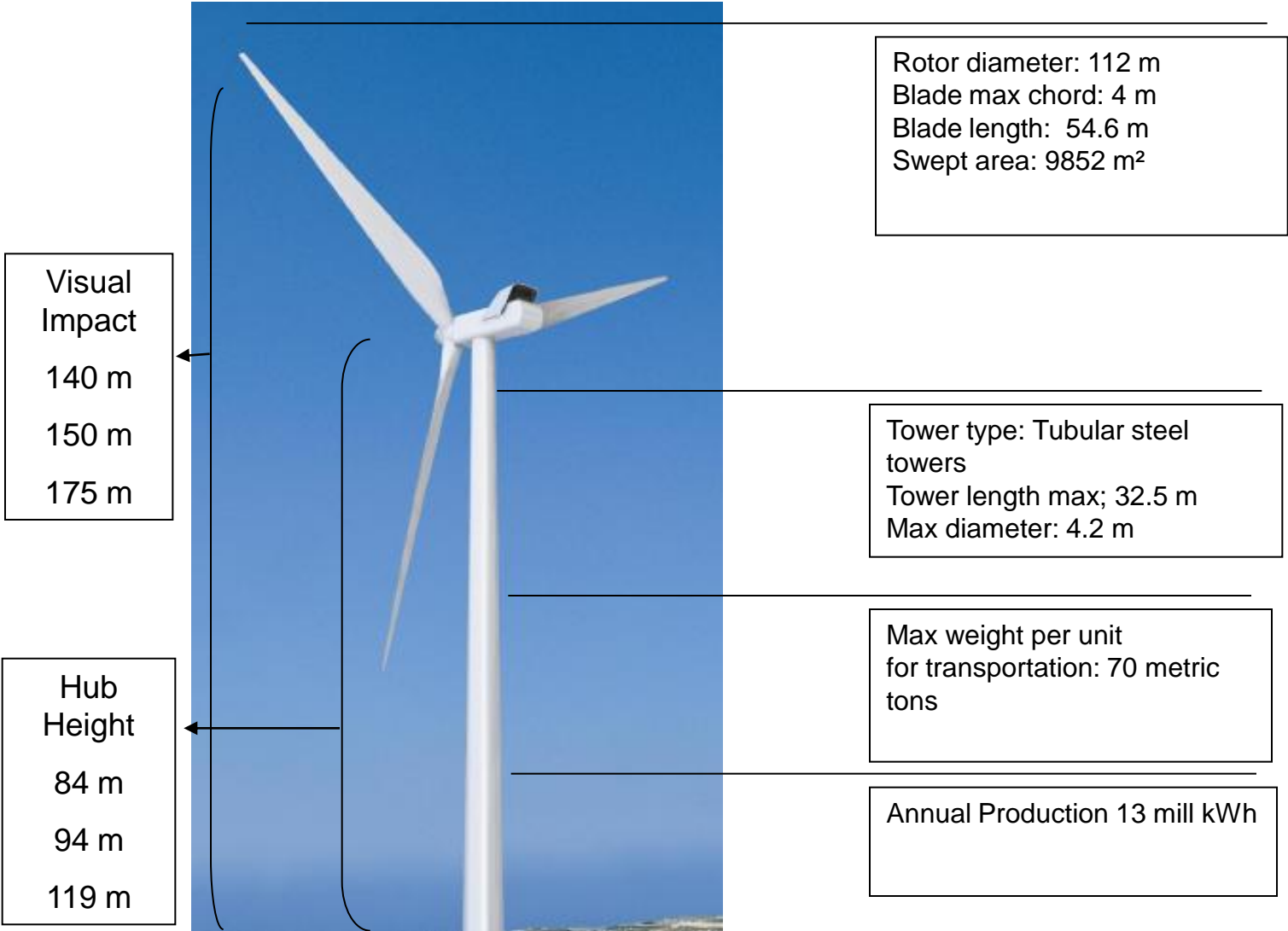
"Do it myself"

"Do it with me"

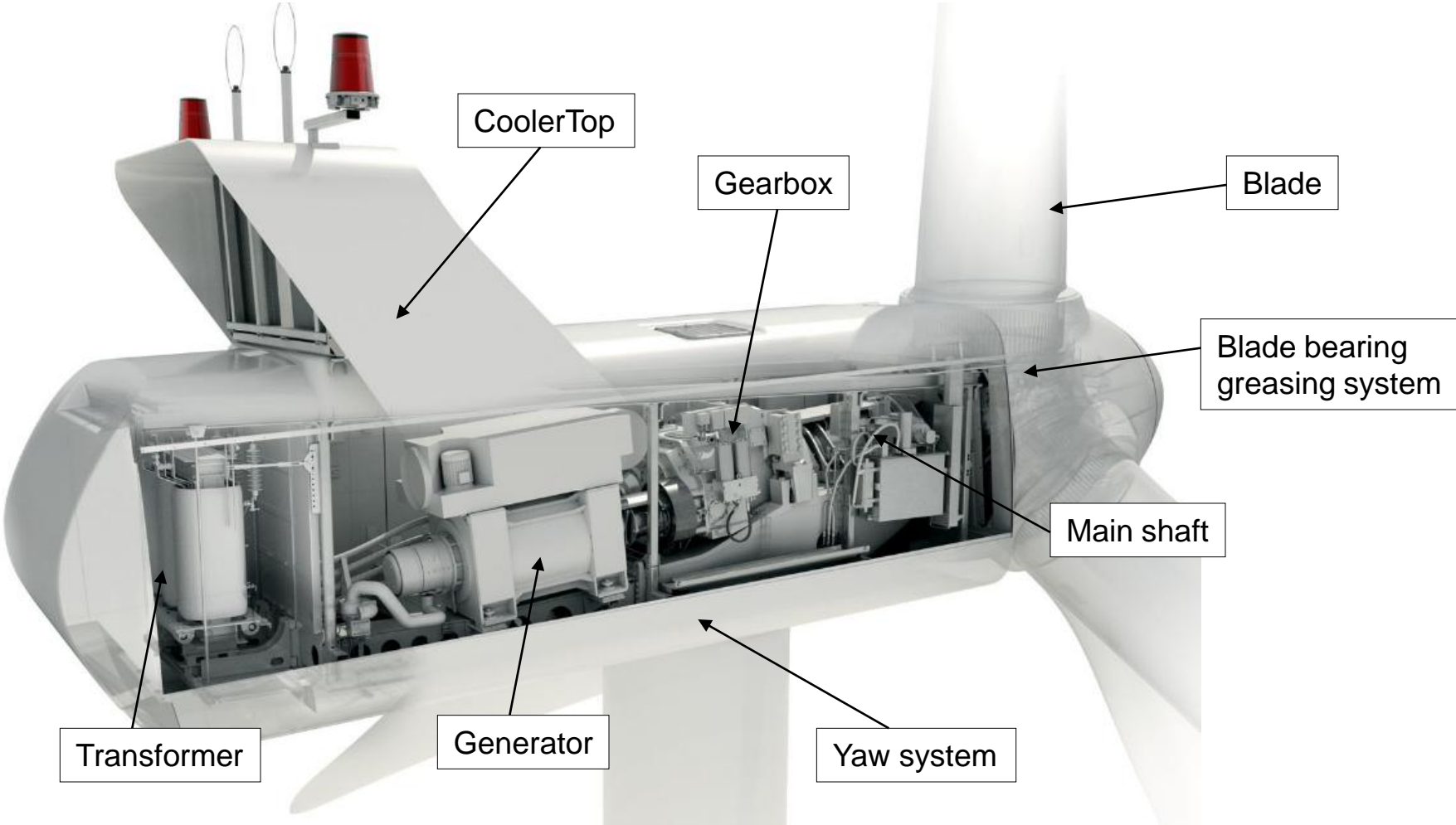
"Do it for me"

3,500 experienced Service Engineers
– securing customer revenue.

Modern Turbine design V112-3,0 MW



Technical design overview



Low Installation and Transportation Cost

- Turbine split in modules of maximum 70 tonnes
 - “Easy” transport
 - Low crane cost
 - Standard trailers useable
- Vestas Tower Crane™ – can be used for increased flexibility during installation for
 - Drive train
 - Hub
 - Blades



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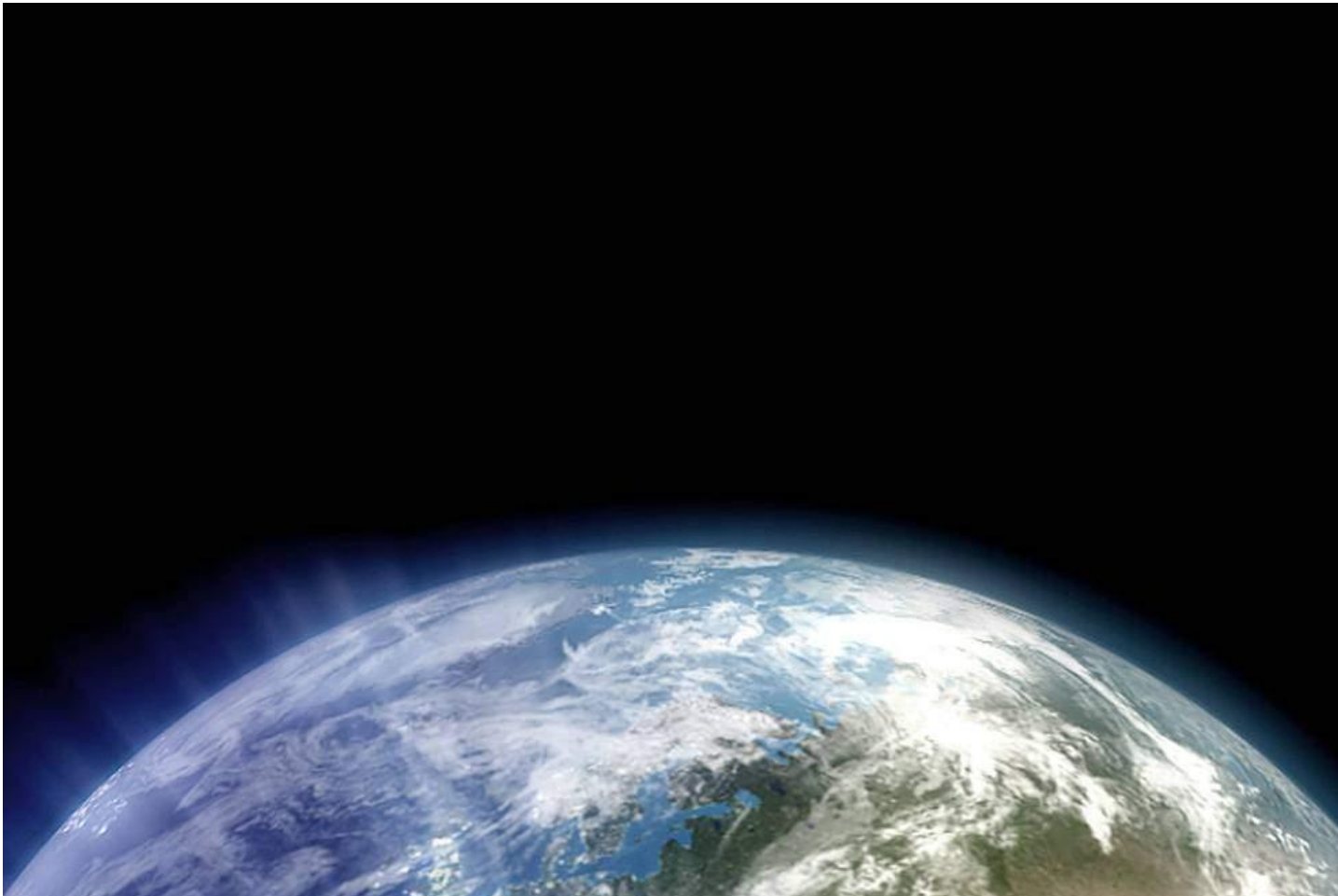


Our Achievements

Vestas[®]



Vestas is a global provider of Modern Energy



Modern Energy

Competitive

Predictable

Independent

Fast

Clean



Global outlook. Local presence

Vestas Nacelles A/S

Vestas Blades A/S

Vestas Spare Parts A/S

Vestas Towers A/S

Vestas Control Systems A/S

Vestas People & Culture

Vestas Technology R&D



■ Vestas Americas

■ Vestas Northern Europe

■ Vestas Mediterranean

■ Vestas Central Europe

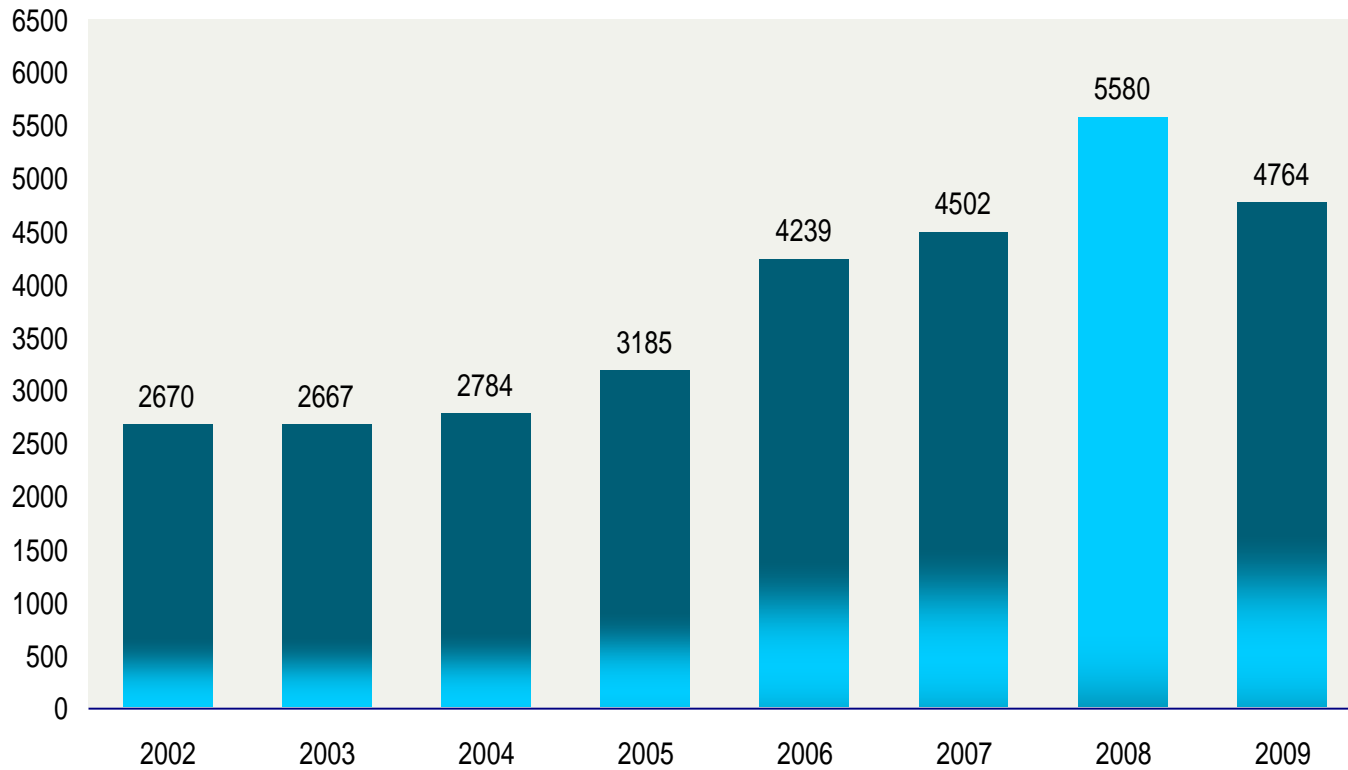
■ Vestas Asia Pacific

■ Vestas Offshore

■ Vestas China

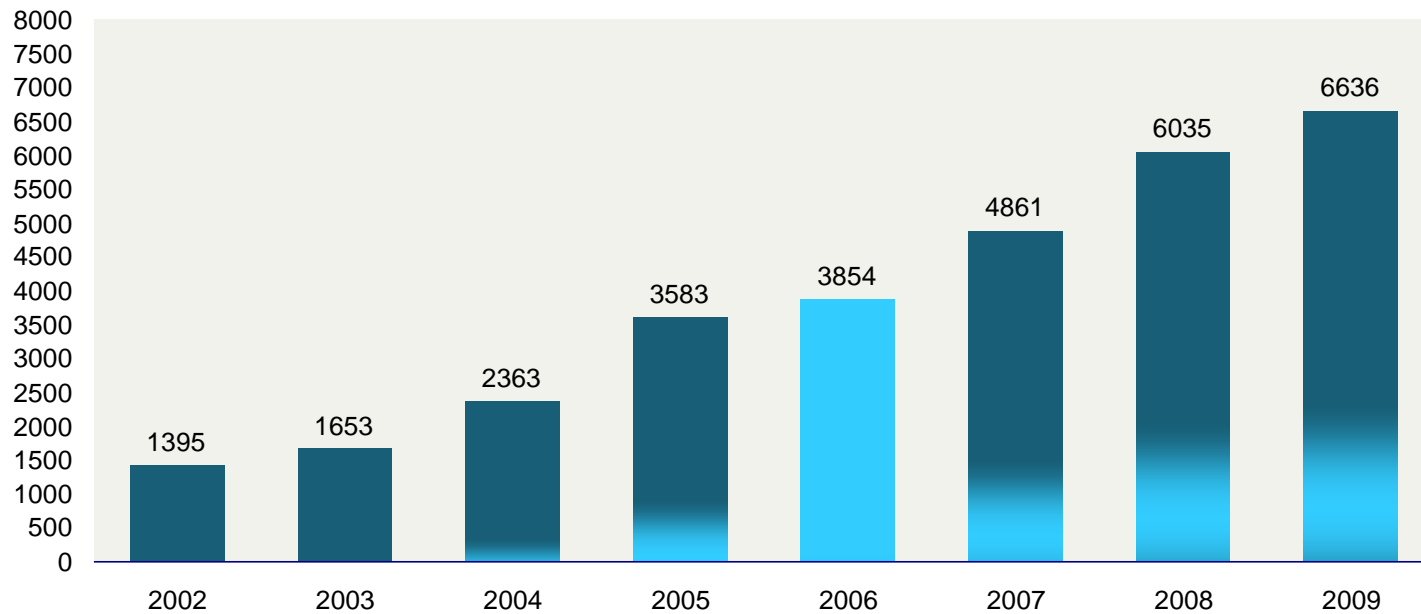
Growing sales

MW



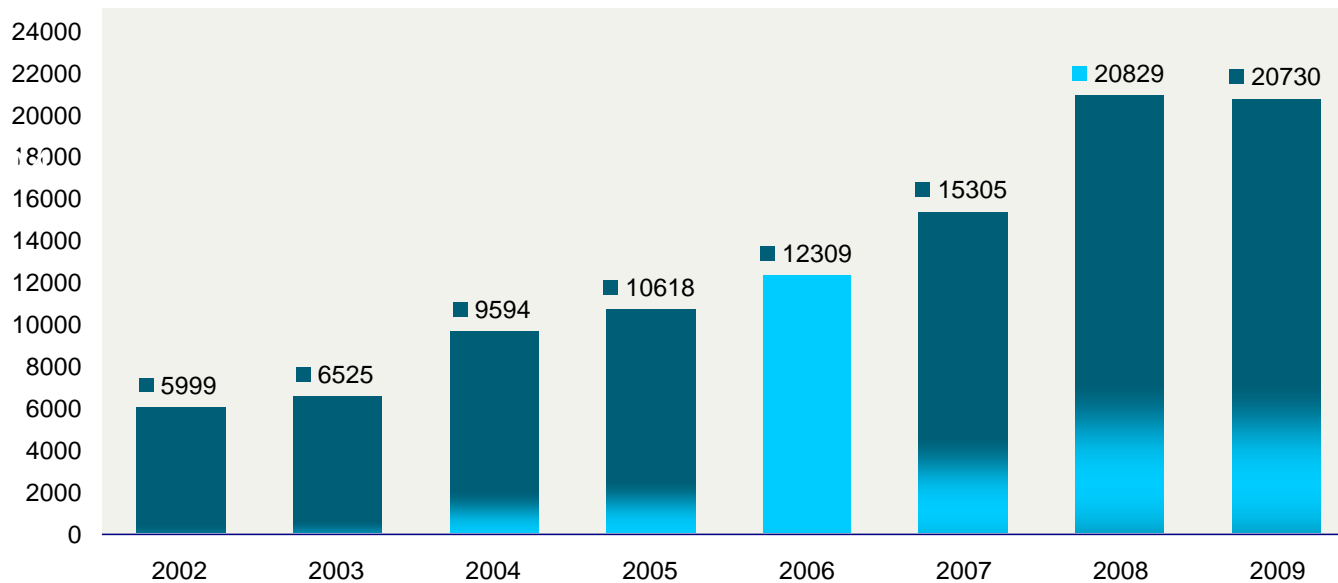
Growing revenue

REVENUE, MILLION EURO



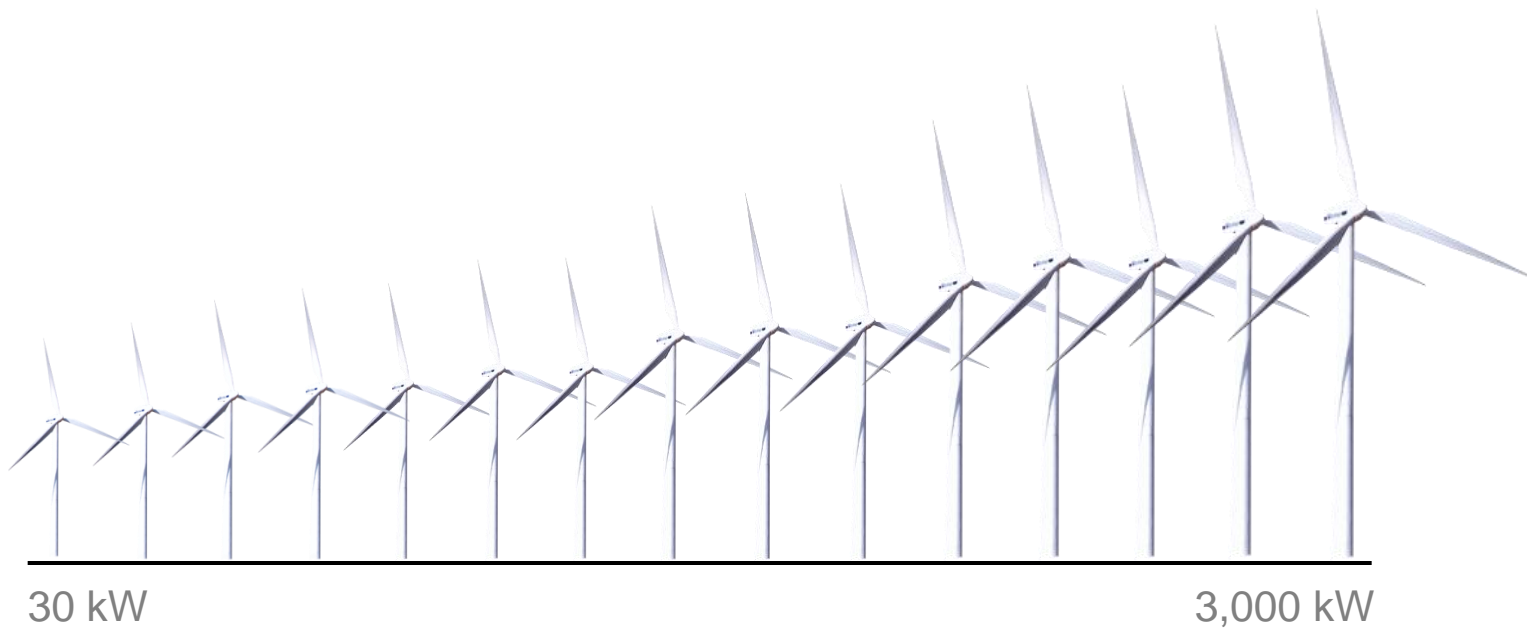
Ramping up our human resources

EMPLOYEES



During the last 25 years...

...Vestas has multiplied its turbine output 100 times



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Thank you for your attention

vestas.com

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