

# **Creating Future Oriented Jobs with Innovative Energy Production**

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Some see an endless horizon  
We see endless potential




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**Vestas' vision:**

**Wind, Oil & Gas**

Wind is free




**W-power**

Light wind

Breeze

Moderate breeze

TOUCHLESS 



1. Competitive cost
2. Local energy
3. Fast ‘ramp-up’
4. Predictable
5. Climate

# *“Vestas – Isn’t that just 12,000 blacksmiths building towers with propellers?”*

- Once upon a time, it probably wasn’t that far fetched?!
- We do produce:
  - Steel towers
  - Castings
- But Vestas today is also:
  - Software
  - Electronics
  - Composites
  - Etc.
- Today, Vestas is a large scale consumer of highly educated employees



# The largest rotating machines in the world

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- A modern wind turbine comprises of more than 8,000 components
- Wind turbines are the largest rotating machines in the world today
  - Rotor diameter of 90 metres with blades turning at speeds of up to 270 km/h
  - Tower heights of up to 105 metres and weights of up to 285 tonnes



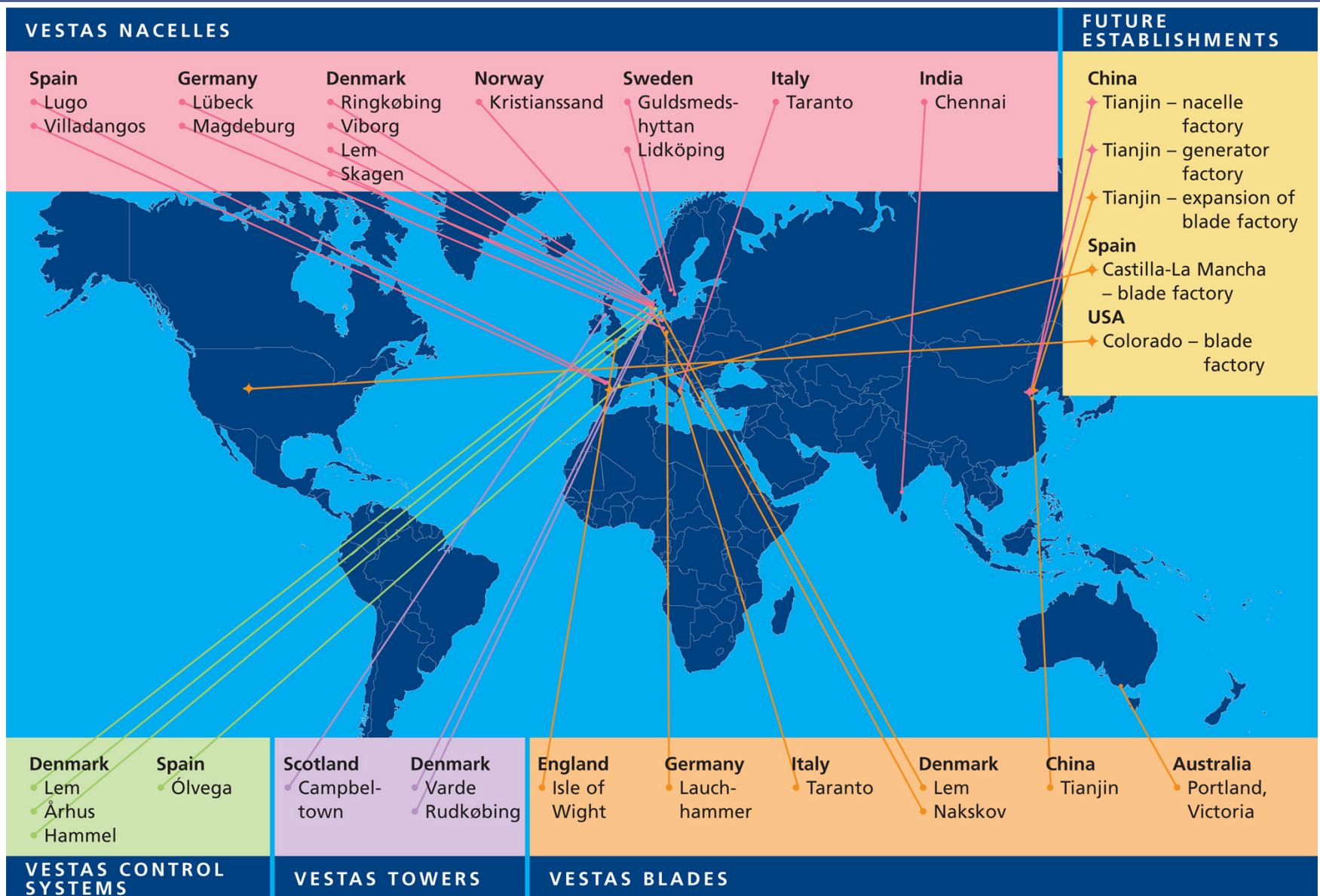
# A complex and multidisciplinary business

- Our production setup ranges from casting of heavy goods to advanced composite technology
- Wind turbines conceal some of the most difficult design challenges imaginable within disciplines such as:
  - mechanical engineering
  - aerodynamics
  - electrical engineering
  - control systems
  - information technology





# Vestas manufacturing facilities



- **Total market volume 2006:** 15,016 MW
- ...of which **Offshore** only accounted for 198 MW

### Global market volume forecast (BTM Consult, March 2007)



Vestas is located all over the North Sea Region

We are present in:

- Denmark
- Norway
- Sweden
- Germany
- England
- Scotland



# The global people challenge

- In 1987, Vestas employed 60 people
- Today, 20 years later, the workforce numbers more than 13,000 people and comprises nationalities from all parts of the globe.
- In other words, Vestas has grown to become a truly global group – with all the changes this involves.



# People Before Megawatts

## People & Culture

- 10-fold budget increase
- Training programs include...
  - Skills, abilities & tools
  - Six sigma
  - Lean & Total Productivity Management
  - Vestas Business Academy
  - High potential program
  - Leadership development program
  - Executive talent program
  - Graduate program

Let the wind power your life



# High performance - an absolute must for all of us

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- Globalisation demands a high performance culture
  - first and foremost created by the individual employee
- But the company must provide most of the framework, such as:
  - a positive environment
  - integration of cultures
  - challenging jobs
  - career opportunities & development
  - conditions of employment
  - business processes & tools
  - etc.
- Politicians/countries must provide the rest!

# High performance - an absolute must for all of us

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- Therefore, we will:
  - strive to promote employees internally and continuously raise the competences of all Vestas people
  - create an even more exiting workplace through daily challenges and development
  - eliminate geographical and cultural borders between business entities
  - meet the growth of the wind industry by attracting, developing and retaining committed, competent and high performing people at all levels in the global organisation

# Major investments in people



Canada • Denmark • England • Germany • India • Italy • Pakistan • Poland • Singapore • Spain



