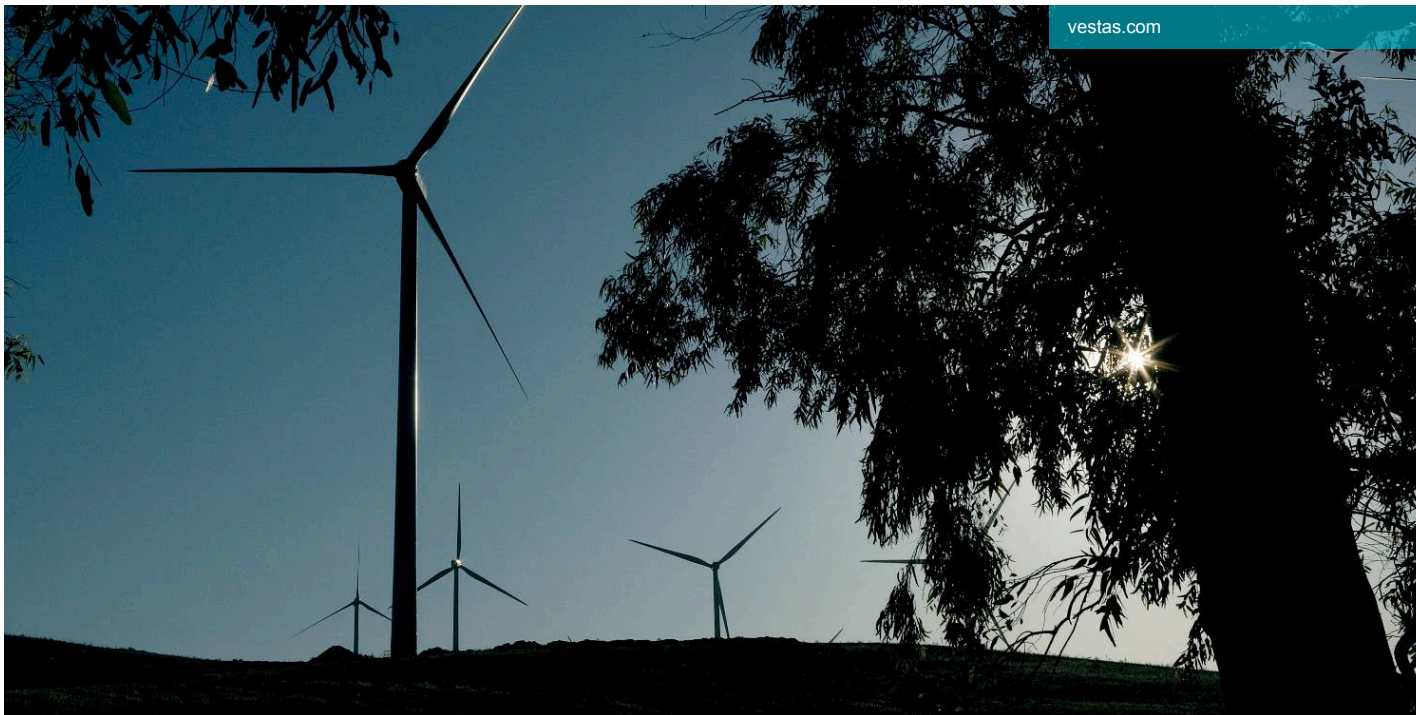


No. 1 in Modern Energy



Investing in the United States: How Policy Incentives Impact Vestas' Business Decisions

Dorthe Scherling Nielsen, Government Relations, May 18, 2009



Vestas[®]

Vestas – No. 1 in Modern Energy

- Vestas has installed over 38,000 wind turbines.
- We install a turbine every 3 hours globally.
- Vestas wind turbines generate more than 60 million MWh a year.
- Vestas has 32 production facilities around the world.
- Vestas has over 19,000 employees.

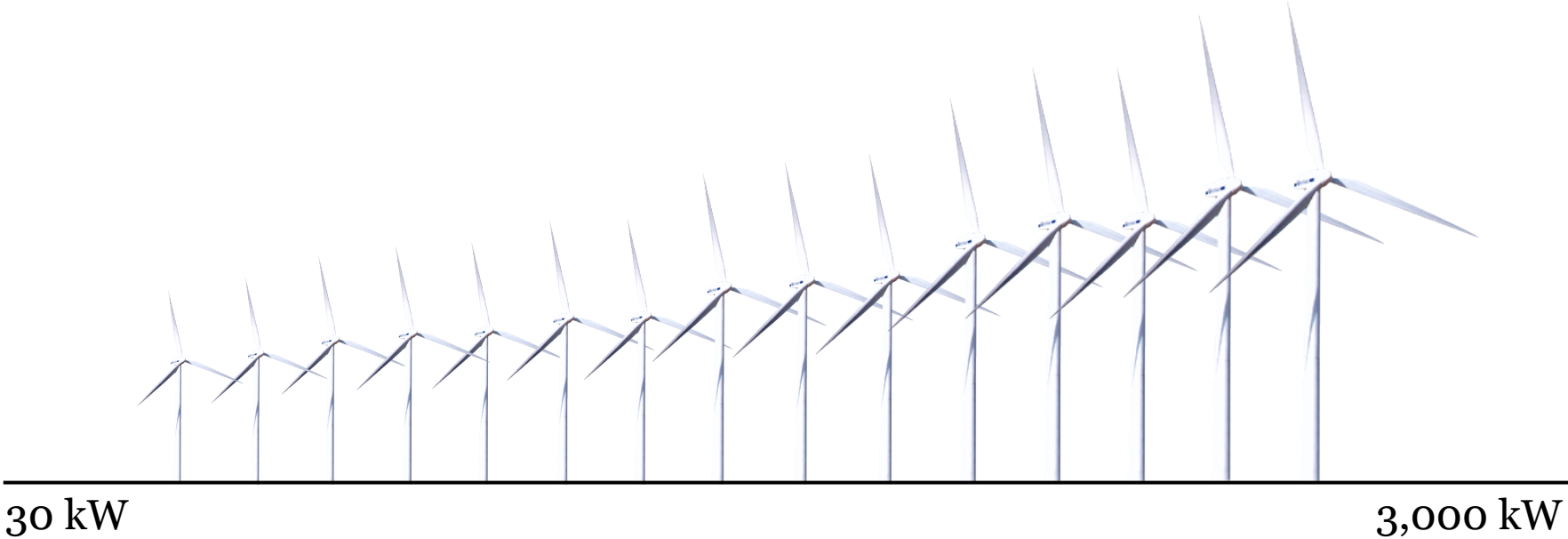


A Fully Integrated Turbine Manufacturer



- We manage the entire value chain, from basic R&D to operations and maintenance
- Wind is our only business: if we don't do it well, we fail

**During the last 25 years...
Vestas has multiplied its turbine output 100 times**



Vestas is Investing \$1 Billion in the U.S. and Creating 4000 Jobs

Vestas' Locations in the U.S. and Canada



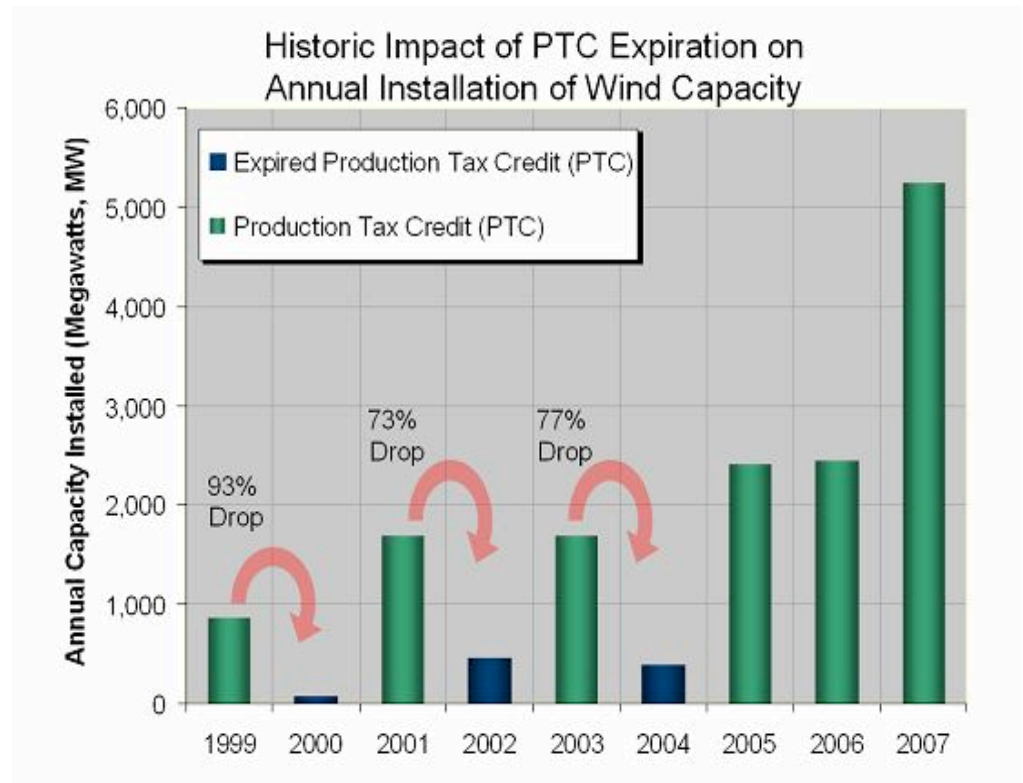
2008: A Record Year for the Wind Industry

- New installations injected over \$17 billion into the U.S. economy in 2008.
- 85,000 were employed in the U.S. wind industry at the end of 2008.
- Wind turbine and turbine component manufacturers announced, added or expanded 70 facilities in the past 2 years.
- In 2008, the total wind power generating capacity increased by 50%.



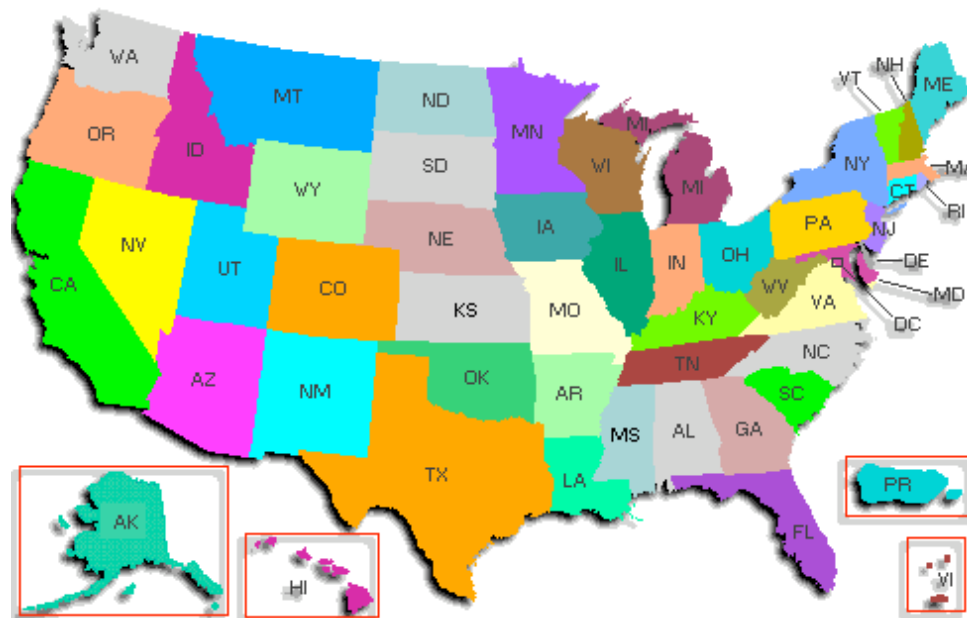
Long-term Financial Incentives are Essential

- Provide the industry with the stability it needs to strengthen supply chains.
- Provide the market mechanism to encourage investments.
- Allow manufacturers and developers to plan for the long term.
- Reduce wind project costs.
- Make it easier to rationally plan transmission expansion.



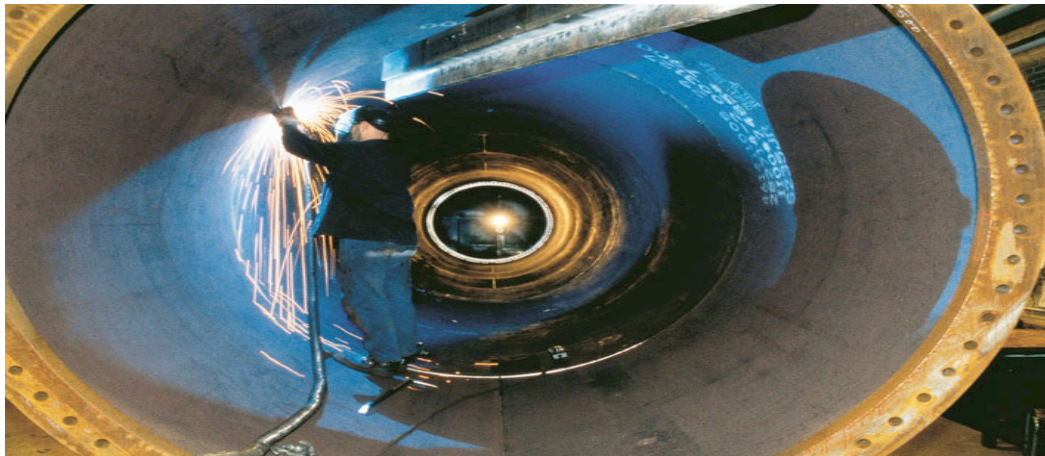
The Four Most Important Factors When Deciding on Location

- Proximity to Markets
- Infrastructure
- Qualified Workforce
- State Incentives
 - create new jobs incentives
 - infrastructure incentives
 - discount property tax
 - waiver of permit fees
 - a strong RPS



Alaska and Clean Energy Economy

- Build demand
- Pass an aggressive and robust RPS - investment follows policy
- Consider your options as subsuppliers and pass incentives to encourage investments



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Thank you for your attention

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