

The logo consists of the text 'CMD' in a white sans-serif font, followed by a white triangle containing the number '21'.

CMD 21

Driving sustainable growth and global market leadership

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President and CEO

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The Vaisala logo is the word 'VAISALA' in a bold, blue, sans-serif font, positioned on a white background that forms a diagonal shape in the bottom right corner of the slide.

VAISALA

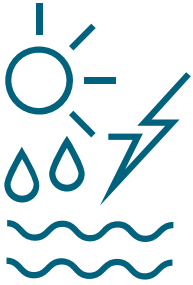


OBSERVATIONS FOR A BETTER WORLD

**Vaisala is extremely well-positioned
at the core of key megatrends,
enabling businesses and societies to
understand, mitigate, and adapt
to climate change.**

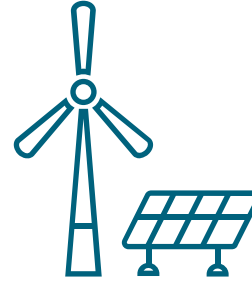
VAISALA

Enabling business-critical operations and decisions that help solve the grand challenges of our time



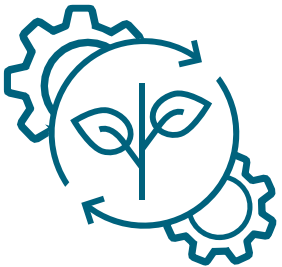
Climate change

- Increasing knowledge and resilience to extreme weather
- Enhancing production process efficiency, decreasing emissions



Renewable energy

- Optimizing, predicting, and planning wind energy operations
- Optimizing biogas process to increase plant efficiency



Resource efficiency and circular economy

- Increasing efficiency and productivity in industrial processes
- Driving high end-product quality and long product life-cycles



Well-being and health

- Monitoring development and manufacturing in regulated industries like life science
- Providing data on environmental indoor and outdoor conditions



Vaisala – a company with purpose, impact and potential

- Measurement technology company with unique expertise and sustainability impact
- Global market leader in a multifaceted high-mix low-volume business
- Recognized European Climate Leader

Solid company foundation with **growth** and **scalability** opportunities.

STRATEGY

We actively seek sustainable growth by solving business-critical challenges, aiming to be #1 in selected markets.

Four drivers for successful strategy implementation



Managing three types of businesses



Flagships

- Global leader in most of our traditional markets
- Strong position with solid profitability



Growth businesses

- Adjacent markets with attractive growth drivers
- Investments in both organic innovations and acquisitions over longer time



Emerging opportunities

- New scalable Software as a Service and Data as a Service solutions
- Innovative sensing technologies

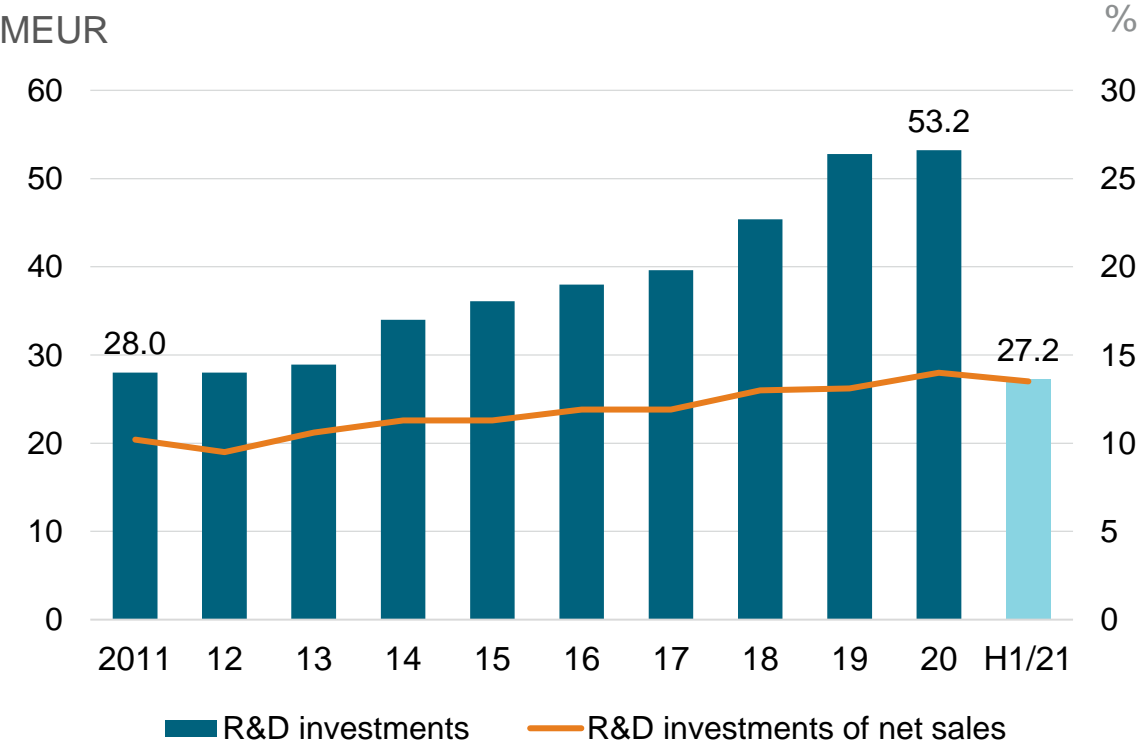
Financial targets

Based on the revised strategic objectives with raised growth ambition and focus on operational excellence, Vaisala updates its long-term financial targets.

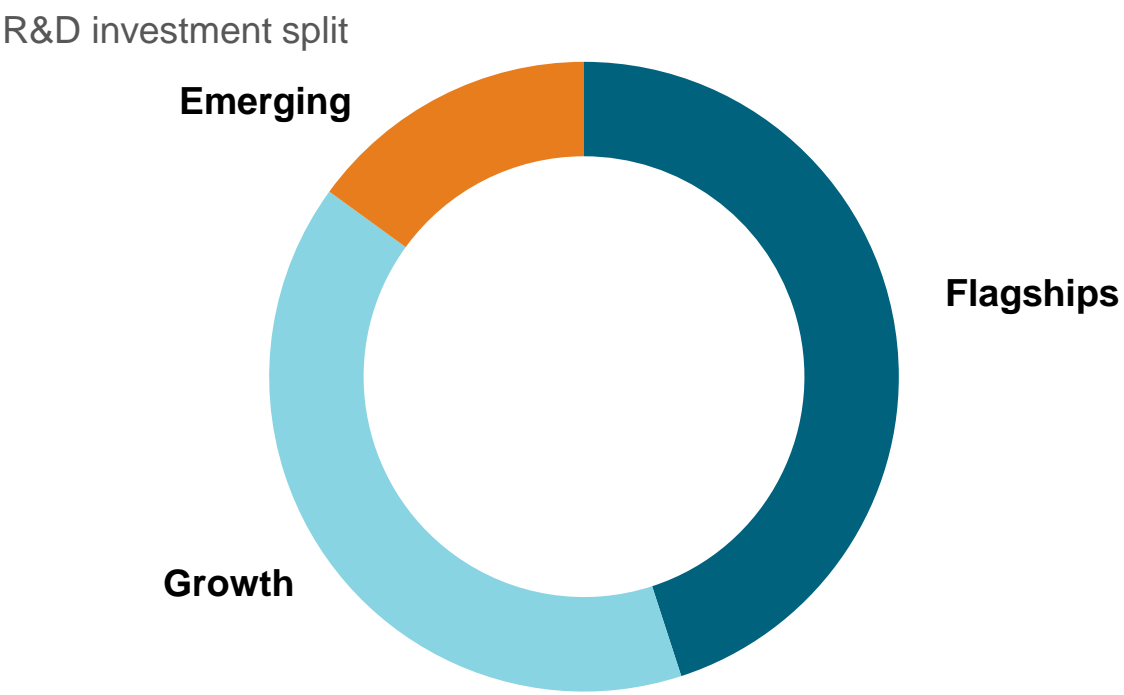
Vaisala's long-term target is to achieve an average annual growth of **7%** and an operating result margin (EBIT) of **15%** during the strategy period.

R&D investments are the backbone of future success

Systematic technology and product development investments



Active R&D management, increasing focus on growth and emerging areas

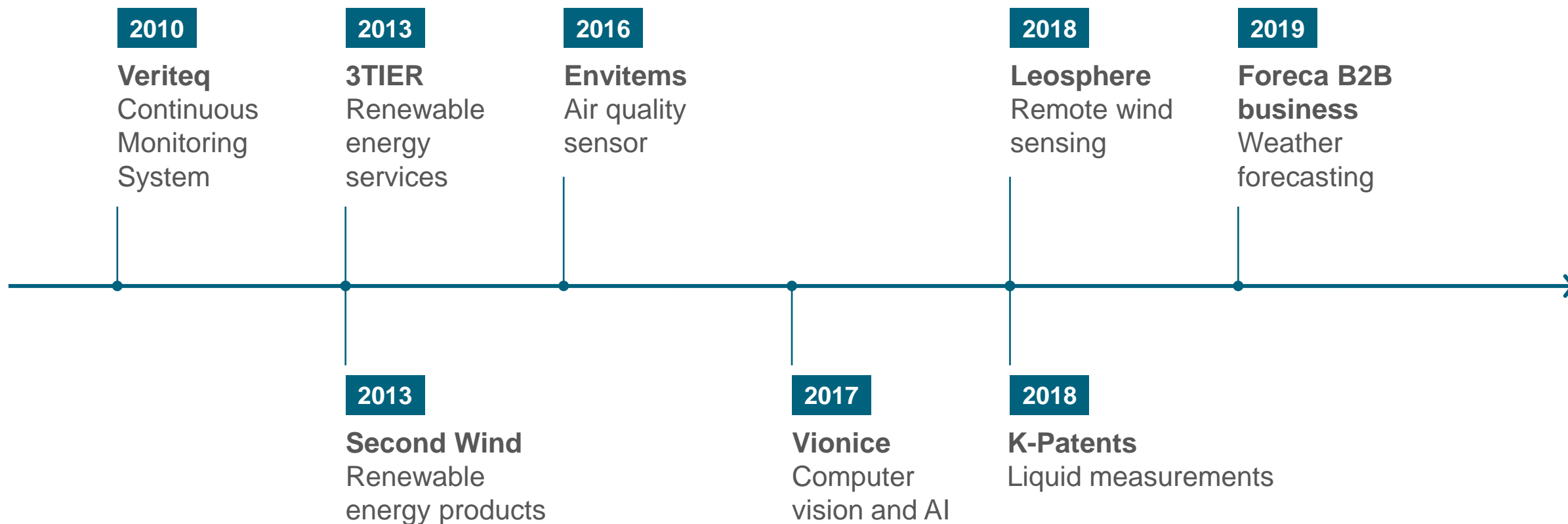


Mastering high-mix low-volume business

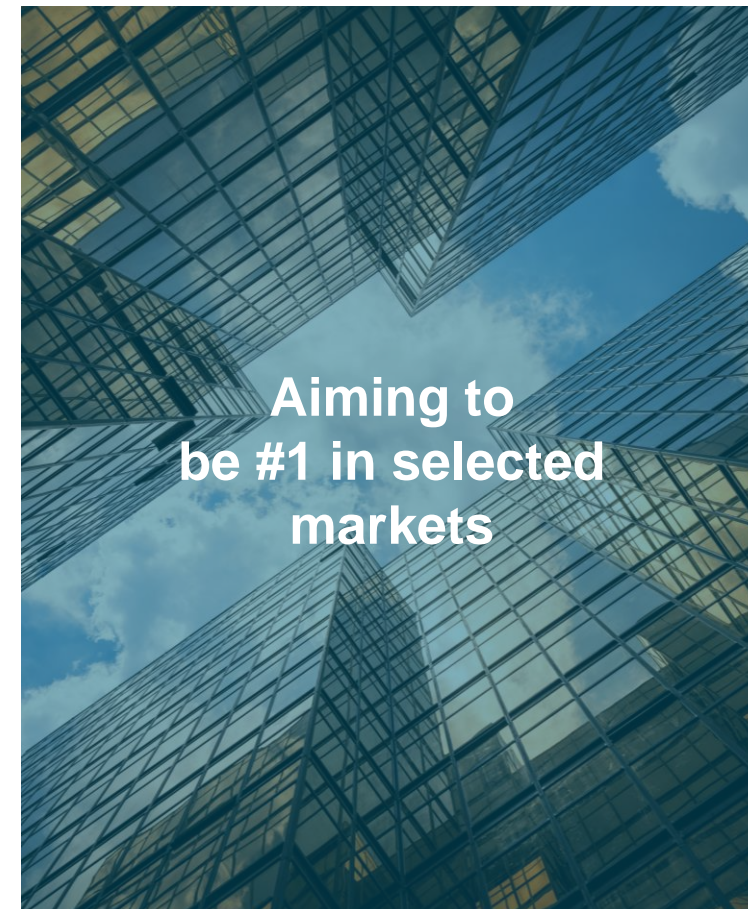
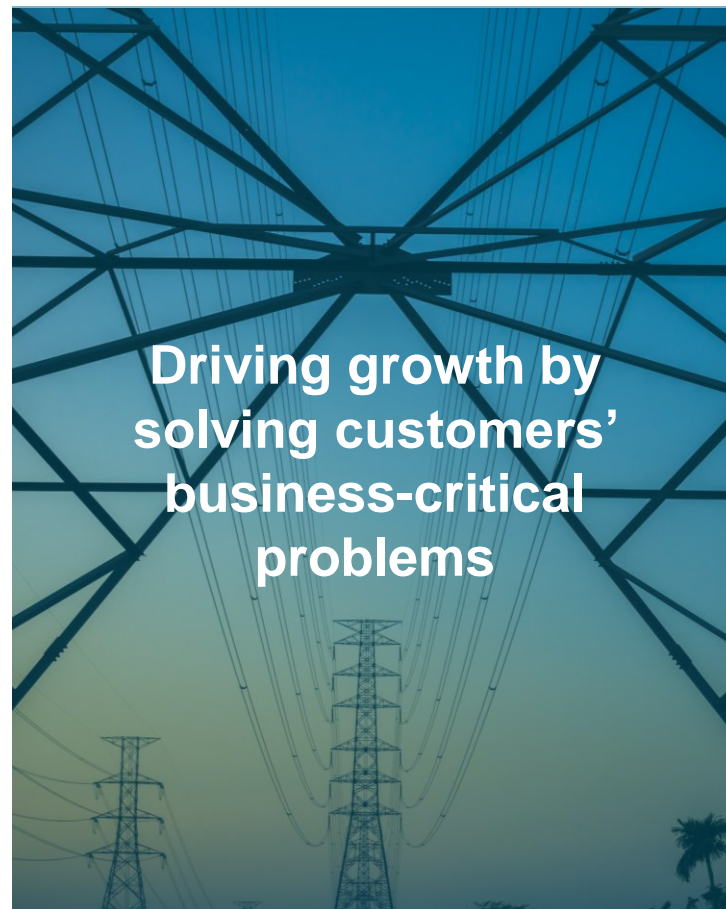
- We actively seek scalability opportunities to enable sustainable profitable growth
- Opportunities include e.g.
 - use of common software and hardware modules and platforms in products
 - further developing Vaisala Production System
 - advancing digital customer engagement capabilities as well as use of data and analytics
 - continuously improving processes, tools, and competencies



Acquisitions focused on new technologies, market access, and competencies



Driving sustainable growth and global market leadership



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