

Driving resilient growth in a changing market

Kai Öistämö

President and CEO

VAISALA

We are a global technology leader well-positioned for future growth



An industrial technology leader with a purpose



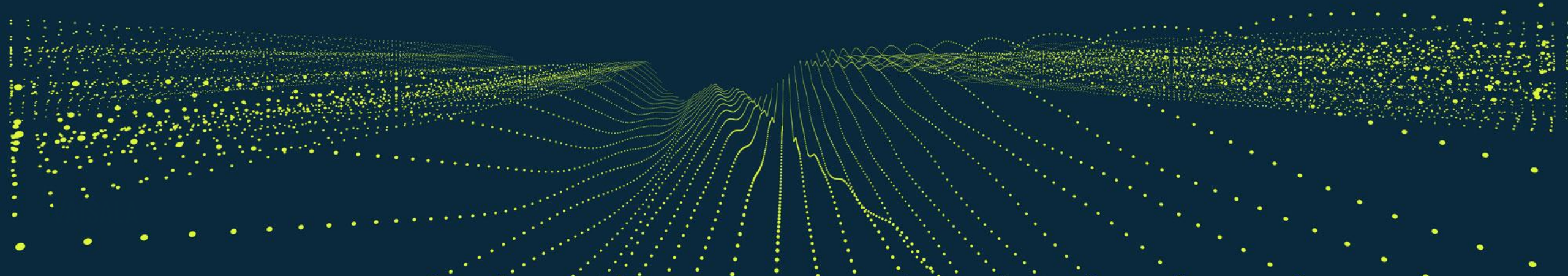
A leading player in growing markets with the ability further accelerate growth



Resilience in a changing business environment



Strong track record of growth and delivering profits



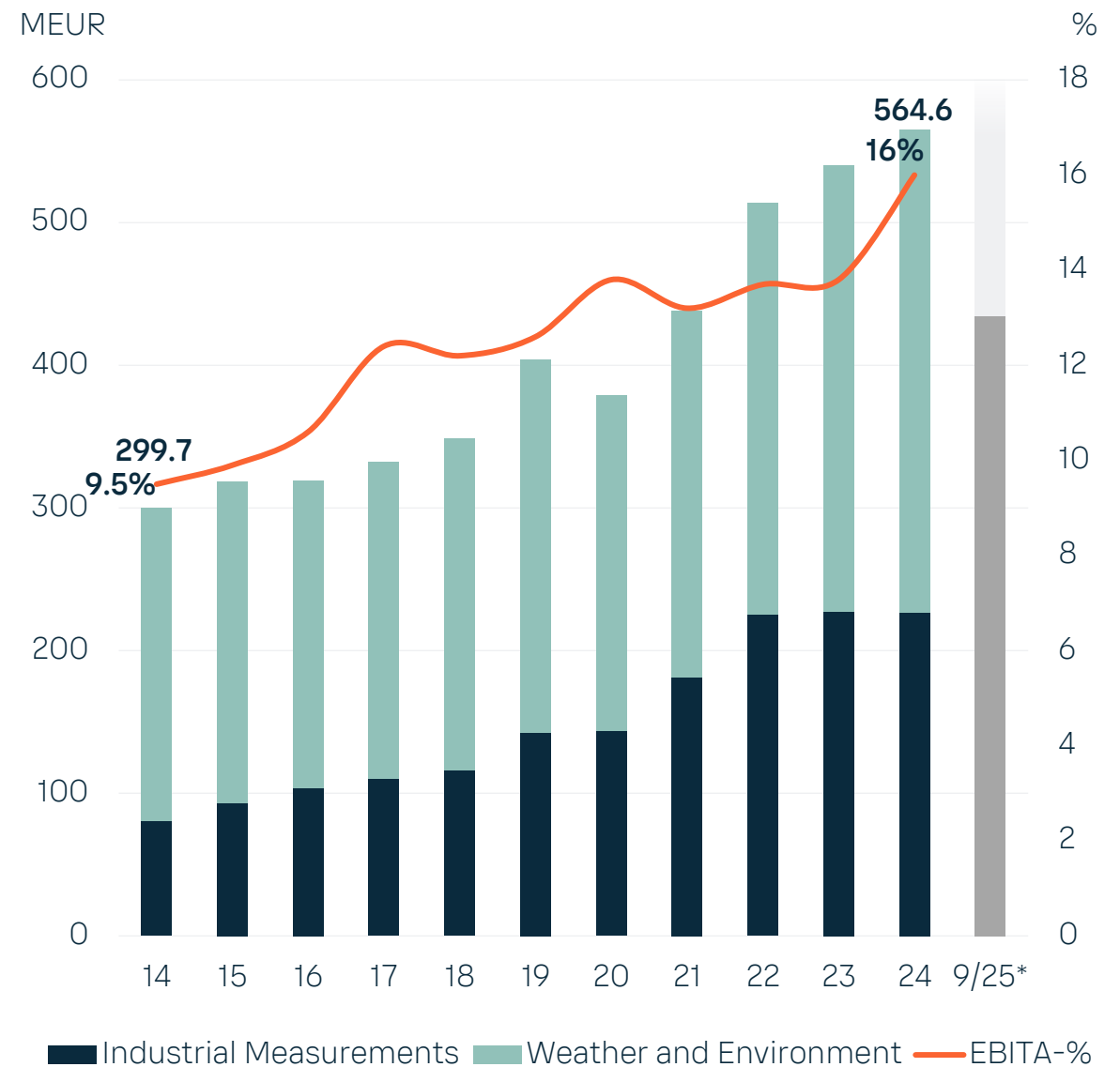
The global business landscape has changed

- Trade policy shifts, economic nationalism, and regionalization are here to stay.
- We have built resilience to perform and grow in a constantly changing environment.



We build on our existing strategy that has delivered strong results

- Strong growth in Industrial Measurements
- Transformation of Weather and Environment
- Establishing and expanding Xweather subscription sales
- Steadily improving profitability
- Business model generating strong cash flow



**YTD + business outlook range in net sales

We have a balanced portfolio of complementary businesses creating resilience



Industrial Measurements

We grow with focus on key industries, deepening customer relationships, and accelerating services growth.

SHARE OF
NET SALES
Q1–Q3/2025



Xweather

We expand subscription business by building on recent acquisitions and scaling in key verticals and our as-a-service model.

SHARE OF
NET SALES
Q1–Q3/2025



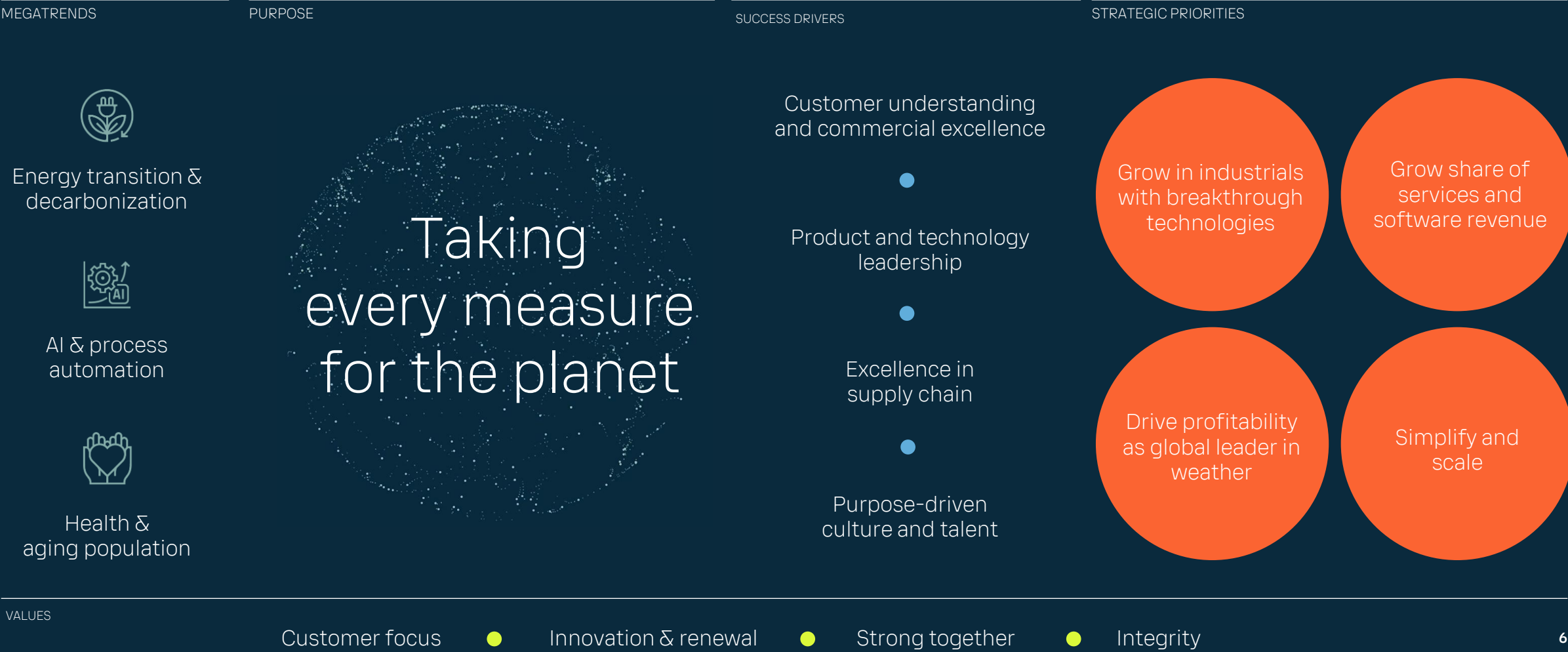
Weather, Energy, and Environment

We maintain leadership in meteorology, aviation, and renewable energy with focus on profitability.

SHARE OF
NET SALES
Q1–Q3/2025



Instruments and intelligence for climate action



We continue investments in growth and improving shareholder returns

R&D investments
to secure technology
and market leadership

R&D investments 2024:
12% of net sales

ROCE 2024:
22%

Programmatic M&A to
support the growth

5 acquisitions during
the past 4 years

Stable dividend
increasing in line with
net profit development

Dividend/earnings 2024:
48%

Keys to profitable growth with strong cash flow – Reconfirming our long-term financial targets

- Over half of the business in growing markets
- Expand to new markets and customer segments
- Growth with breakthrough technologies

Average sales growth 7%

- Change in business mix
- Scaling from growth
- Capital allocation towards growth opportunities

Improving EBITA %

- Strong cash flow enables investments in growth
- CAPEX light business model
- Stable and improving dividends

Strong cash conversion
over time

Driving shareholder value through resilient growth with positive societal impact



We continue to execute on our strategy, driving profitable growth as an industrial technology leader with a purpose.



We have an increasingly attractive business mix and a balanced portfolio creating resilience.



We seek growth in breakthrough technologies while increasing recurring revenue. Growth is boosted by programmatic M&A.

Q&A