Driving sustainable growth and global market leadership

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President and CEO
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Vaisala is extremely well-positioned at the core of key megatrends, enabling businesses and societies to understand, mitigate, and adapt to climate change.
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.
We actively seek sustainable growth by solving business-critical challenges, aiming to be #1 in selected markets.
Four drivers for successful strategy implementation

We provide the world’s most reliable measurements where it truly matters.

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

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

R&D investment split

- **Flagships**
- **Emerging**
- **Growth**
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

2010
Veriteq
Continuous Monitoring System

2013
3TIER
Renewable energy services

2016
Envitems
Air quality sensor

2018
Leosphere
Remote wind sensing

2019
Foreca B2B business
Weather forecasting

2013
Second Wind
Renewable energy products

2017
Vionice
Computer vision and AI

2018
K-Patents
Liquid measurements
Driving sustainable growth and global market leadership

Leading high-tech with purpose and impact

Driving growth by solving customers’ business-critical problems

Aiming to be #1 in selected markets