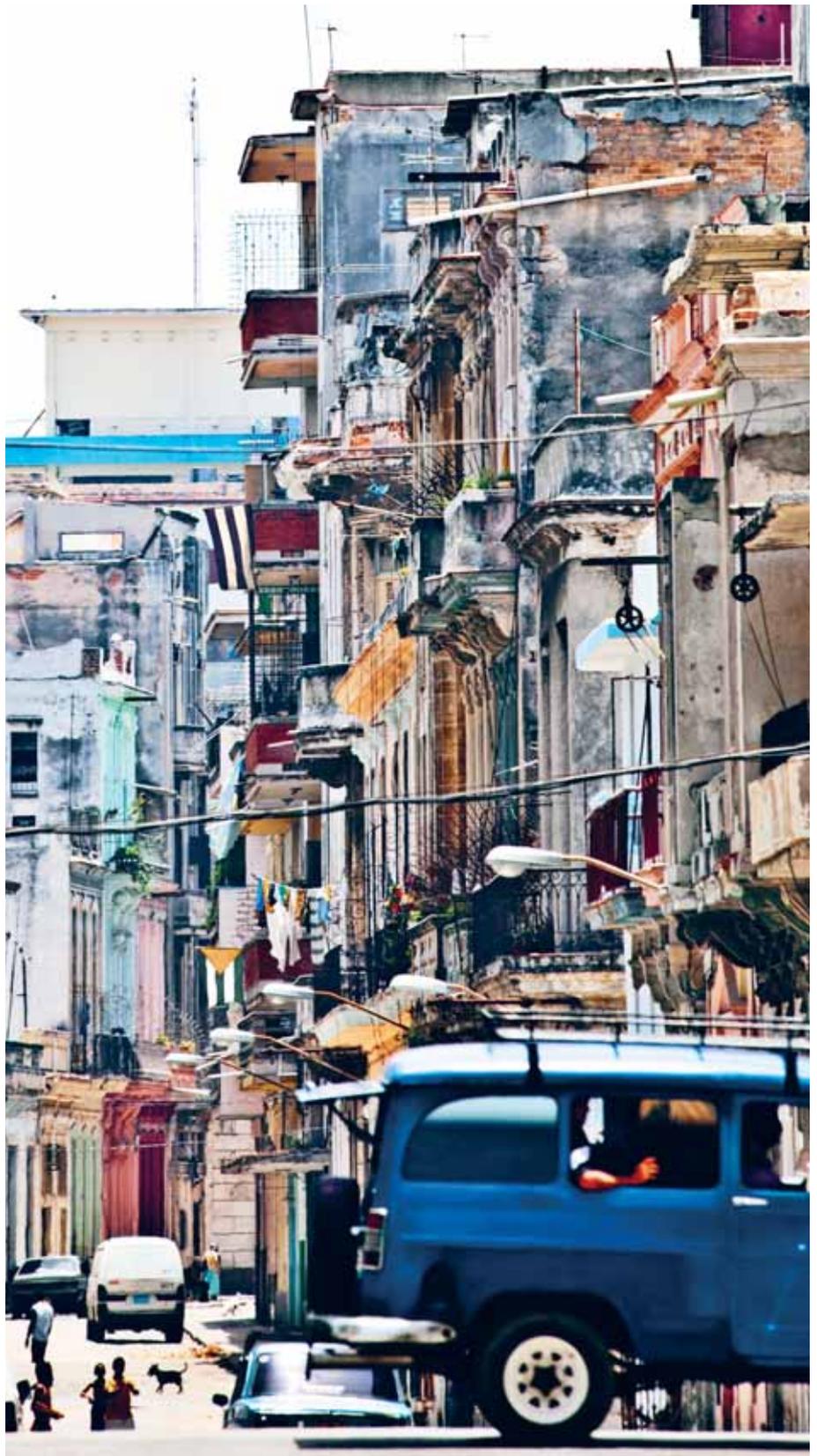


**Corporate  
Responsibility  
Report 2011**



**VAISALA**

## Vision

*We believe in a world where environmental observations improve daily life.*

## Mission

*Our mission is to be the leading supplier of observation and measurement products and services for:*

- ***Meteorology and chosen weather related markets***
- ***Chosen markets of controlled environment and industrial measurement***

*We achieve leadership by providing a comprehensive range of innovative products and services for each chosen segment with the right mix of performance, reliability and convenience to best fulfill the needs of the customers we serve.*



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## About This Report

This report is Vaisala Group's fourth annual Corporate Responsibility Report. Since the first report was issued in 2009, it has become apparent time and time again that sustainability reporting is appreciated among many stakeholder groups. Naturally, the positive response encourages us to try harder and ensure our reporting includes as much relevant information as possible and is transparent. Nevertheless, it is also evident that our sustainability reporting has not reached all our stakeholders, and that interest in our sustainability efforts, whether reported or not, cannot be taken for granted. Increasingly, those who are interested in our work seek us out not only in reports, but also on our website, in social media, at trade fairs and exhibitions and by directly contacting us. We seek new ways of interacting with our audience and getting the Vaisala message out. Each year we also try to bring something new to the reporting, and this year we have a reader-friendly online version. We are

also increasingly substituting the term corporate responsibility with the more encompassing concept of sustainability. This may be just a technical detail for many, but for us both terms have their place, though they have often been used almost interchangeably.

We have relied on the Global Reporting Initiative's (GRI) guidelines since we first started these reports, and the guidelines are still of significant value. We have self-declared this report to comply with the GRI G3 Application Level B. The application level has also been confirmed by a level check conducted by the GRI. A content index is provided at the end of the report for cross-reference followed by a statement given by the GRI. For some indicators, we refer to Vaisala's Annual Report and the Corporate Governance Statement on our website, [www.vaisala.com](http://www.vaisala.com). You can also find further information on our website that is not incorporated in this report. In particular, we encourage you to have a look at the sustainability section of the website ([www.vaisala.com/sustainability](http://www.vaisala.com/sustainability)).



The fundamental purpose of sustainability reporting is, we believe, to communicate non-financial information to all parties that may be affected by our actions. This is why, we choose to voluntarily report on our corporate responsibility and familiarize our stakeholders with Vaisala. Public reporting offers not only examples of sustainable business behavior, but also allows us to improve our internal processes and achieve our business objectives. We also feel that the report reaches different stakeholders than those we normally attract with corporate publications such as financial reporting. We welcome feedback on our reporting and sustainability efforts. You are kindly invited to contact us at [responsibility@vaisala.com](mailto:responsibility@vaisala.com).

## Information Gathering and Data Management

Vaisala is committed to continuous sustainability reporting. Reports are published annually at the end of the first quarter, and the reporting covers the previous calendar year in full. Following the GRI boundary guidelines, our financial and human resource data is reported Group-wide, but our environmental data is limited to our manufacturing sites. Materiality of reported key performance indicators has been determined according to guidelines given by the GRI. The content index at the end of the report lists all indicators that we have determined to be material in our sustainability reporting and our operations. The materiality analysis is conducted annually with the internal key stakeholders responsible for the data gathering.

For the second year running, we have sought to include in the report more descriptive information about the businesses and markets we are in, solutions we provide to our various customers, and the way these play a part in society. We have increased the number of illustrative cases and tried to soften the rigid structure of a standardized report, while at the same time keeping it familiar and easy to navigate. Data gathering is a substantial part of reporting and we have internal processes and practices in place to ensure the validity of our figures. Vaisala uses Oracle e-Business Suite for its personnel figures and Hyperion Financial Management for its financial figures, environment figures are managed in spreadsheets. For assurance purposes, we rely on the GRI reporting services for the report's application level check as mentioned above. However, but we do not carry out external assurance on the data or processes themselves, but verify the accuracy of the report through internal assessment according to our policy.

## Sustainability Contacts in Vaisala

If you have questions or comments regarding the report or Vaisala's CR activities, please feel free to contact us.

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# Vaisala at a Glance

Vaisala is a global leader in environmental and industrial measurement. The lives of people all around the world are touched daily by the work we do and the technologies we create. Our products and services provide our customers with the means to influence and better understand their environment in positive ways. Curiosity, the desire to meet challenges, and an extraordinary ability for innovation are at Vaisala's core, both past and present.

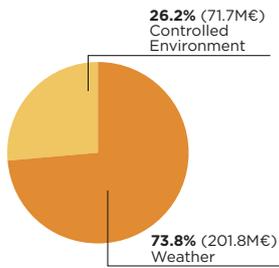
Building on 75 years of experience, Vaisala contributes to a better quality of life by providing a comprehensive range of innovative observation and measurement products and services for chosen weather-related and industrial markets. Headquartered in Finland, Vaisala employs approximately 1,400 professionals worldwide and is listed on the NASDAQ OMX Helsinki stock exchange.

## Vaisala Group key figures 2011

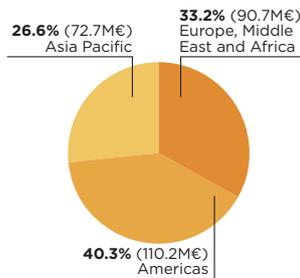
Net sales .....	273.6 M€
Operating profit .....	16.1 M€
Return on Equity .....	5.7%
Earnings per share .....	0.57 €
Personnel (at the end of period) .....	1,394
Offices .....	30 in 14 countries
R&D expenditures .....	28.0 M
Personnel expenditures .....	64.0 M

## 2011 Key Figures

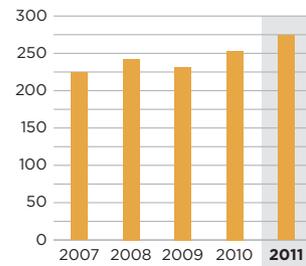
Net Sales by Business Area 2011



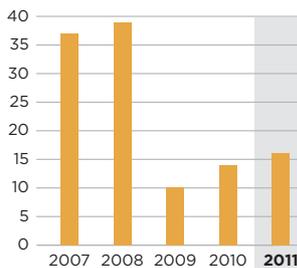
Net Sales by Region 2011



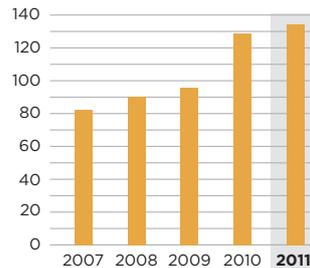
Development of Net Sales (MEUR)



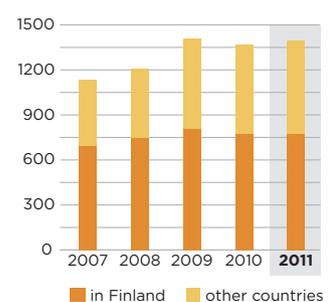
Net Profit Before Tax (MEUR)



Order Book, Dec. 31, 2011 (MEUR)



Personnel, Dec. 31, 2011





## New Era of Sustainability?



Last year in this introduction I talked about how responsible business was increasingly becoming a mainstream phenomenon. I argued that companies – big and small – from all over the world were beginning to see the benefits of sustainable operations and products, of valuing human rights and fair labor conditions, preventing corruption, and establishing responsible supply chains.

How much progress have we made in a year? Has long-term sustainability claimed its rightful place on top of corporate agenda everywhere? I suppose it's safe to say that this is still a work in progress. But I would argue that things are moving in the right direction.

In Vaisala, we have a solid foundation in place on which to build. Corporate responsibility is a Vaisala-wide priority for us. Our business processes, products and operations are continuously under further development. We strive to conduct our business fairly and with integrity. Our strict zero-tolerance policy on corruption, for example, binds not only our own staff but also that of our representatives – no minor undertaking considering the completely global reach of our business.

## Inherently Sustainable Business

Thanks to the nature of our business, Vaisala's operation is inherently sustainable; our technologies are used to improve the safety and daily life of people everywhere. In recent years we have invested heavily in the development of so-called decision support systems that improve traffic safety on roads and at airports significantly by giving the authorities better tools for predicting the changing weather. Continuous monitoring systems help our life science customers produce better and safer drugs and medical innovations.

An aviation system installation in a developing country benefits not only the passengers traveling to and from the airport, but the entire country as an investment to the overall infrastructure. Our technology can also be used to track and predict adverse weather to minimize the impact of natural catastrophes like hurricanes or floods on a society.

Many of our products also lessen the impact of our customers' operations on the environment. Being able to optimize the use of salt on the roads or deicing fluids at airports, for example, decreases the amount of chemicals used without compromising safety. Our measurement systems help energy providers find optimal locations for wind parks, thus supporting the shift to renewable energy sources. In the industrial business, we introduced a new product last year for monitoring the condition of sulphur hexafluoride (SF<sub>6</sub>) as an insulating gas in high voltage transmission and distribution equipment that significantly decreases the risk of this powerful greenhouse gas being released into the atmosphere.

## Concrete Actions Correspond to Values

Environmental issues are more than just a business for Vaisala. Our new head office is a good example of things we hold in high value. From the very beginning, the aim was to make the building as ecological and energy self-sufficient as possible by utilizing geothermal power

for heating and cooling and solar power for own energy production. Being awarded a LEED for New Construction certification at the second highest gold level proved that we had succeeded.

LEED, Leadership in Energy and Environmental Design, is an internationally-recognized green building certification system developed by the U.S. Green Building Council. The certification necessitates meeting strict sustainability requirements in building design, construction, operations and maintenance solutions.

In addition to the new building, we have refurbished older facilities at our campus to make way for brighter and more pleasant working spaces, improved indoor air quality with newly installed HVAC systems, and reorganized the factory for a more intuitive work layout.

## Meaningful Work for Talented Professionals

Fair play is one of Vaisala's core values, and certainly one of the reasons why our staff reportedly feels proud to work for Vaisala and finds their work meaningful. We take this in no way granted, on the contrary – the long-term commitment, creativity and skills of our personnel are the very cornerstones of Vaisala's success.

We also believe in engaging with the future generation of experts, one concrete example of which is our summer internship program. Vaisala Giant Leap is heading into its fifth year already, and again hundreds of extremely talented young people have applied to the program. What's special about Vaisala Giant Leap is that it offers students genuinely meaningful work in real development projects. It gives them an opportunity to really show what they can do.

Which is appreciated – last summer we were named Finland's Most Responsible Summer Job Employer in a campaign organized by the Finnish Children and Youth Foundation. To me, this speaks volumes as the winners were chosen based on evaluations by students who worked in the participating companies during the summer.

## From Strategy to Practice

As the above mentioned examples and this entire report illustrate, we are constantly working on strengthening Vaisala as a company – both economically and as a responsible business. As we have the foundation in place, the next step is to integrate sustainable thinking even more organically into our operations and processes, all the way from strategy to practice.

Today sustainability is a genuine driver in our operation. Tomorrow it is embedded in everything we do and the way we think. The new era of sustainability begins.



Kjell Forsén  
President and CEO

## Highlights of 2011

The global financial downturn affected our governmental customers' investment capabilities in 2011. The beginning of the year was slow, but demand increased during the second half of the year especially in the Weather business area and resulted in a significant increase in the order intake and in sales. We had no new acquisitions in 2011, but continued integrating our previous acquisitions into the Group and also entered new markets with our Life Science offering.

In March, Vaisala introduced a new aviation weather system that has been developed specifically for the needs of small airports and helipads. Designed to be efficient yet affordable, the system improves flight safety at smaller, unclassified airports by providing continuous, real-time ICAO-compliant weather observations to pilots and airport operators.

In May, we introduced a unique online solution for monitoring sulfur hexafluoride (SF6) insulation gas in high voltage equipment. The instrument monitors seven different parameters at once and removes the need for sampling, thus ensuring that no SF6, a powerful greenhouse gas, is released into the atmosphere.

Vaisala's new Head Office building on the Helsinki Campus was certified in accordance with the Golden LEED standard, a highly regarded achievement for green buildings. The facilities scored especially well in energy use and HVAC optimization. The building incorporates Vaisala's own building automation technology, which improves energy efficiency and ensures comfortable indoor air. It also applies weather measurements in order to adjust the systems to take account of prevailing weather conditions.

We introduced new technology for improving early detection of explosive volcanic ash cloud eruptions. By tracking lightning storms inside these eruptions with Vaisala's global lightning detection network GLD360, scientists and aviation authorities are able to detect explosive volcanic eruptions as soon as they occur, improving the safety of travelers and reducing losses from unplanned flight delays and cancellations.

Vaisala's RS92 radiosonde came top in the 8th World Meteorological Organization (WMO) Intercomparison of Radiosonde Systems. The WMO Intercomparison is organized every 4-5 years. It is a four-week continuous sounding campaign designed to be an objective assessment of the qualities and performance of different radiosonde systems. The RS92 performed very well in both temperature and humidity measurements, being highly consistent

and maintaining its level of performance in demanding conditions as well. The results were announced in May.

The Vaisala WTS Wind Measurement System was introduced to the renewable energy markets mid-year. This efficient measurement system provides decision support for optimal locationing of wind farms. It allows customers to accurately understand and manage the impact that weather has on their wind farms' operations and business, and as a result make better decisions.

The 2011 Finnish Engineering Award was won by Vaisala's weather radar team. The award was presented for developing and productizing Vaisala's dual polarization Doppler weather radar. Development took place during 2002-08, and the new radar was launched in 2007. Since then, orders have been received from 13 different countries.

In September, we announced a new online calculator that helps cities and counties to gauge potential cost savings and accident reductions in their roads network. The service asks 12 questions about road maintenance operations to determine what the potential benefits could be of using a decision support system for the network. The calculator uses embedded algorithms to produce calculated savings based on referenced study findings. The calculator won the "Best New Products Top Rollouts" award from Better Roads magazine in December.

Vaisala was chosen as Finland's Most Responsible Summer Job Employer, together with Särkänniemi Adventure Park and the building systems and construction company YIT. The winners were chosen from over 70 organizations participating in the Responsible Summer Job 2011 campaign organized by the Finnish Children and Youth Foundation and Alma Media.

In October 2011, Vaisala's two weather-related business areas were combined into one. The former Meteorology and Weather Critical Operations business areas are now called Weather. The market segments in Weather are Meteorology, Airports, Roads and Rail, Defense, and New Weather Markets. At the end of the year our Controlled Environment industrial business area revised its market segments too, and these are now Life Science, and Targeted Industrial Applications.

## Recognized Innovativeness

Vaisala's weather radar development team received the Finnish Engineering Award 2011 for developing and productizing Vaisala's dual polarization Doppler weather radar. The 25,000 euro Award was announced in Helsinki in June. The awarded team – Pentti Karhunen, Henry Andersson, Petri Haapanen, Reino Keränen, Timo Lyly, Juha Salmivaara and Rainer Sanmark – was instrumental in developing and productizing Vaisala's weather radar between 2002 and 2008. The new radar was the first of its kind in the world in that it was designed from scratch to provide dual polarization capability. The radar was commercially launched in 2007. The winning team worked on the weather radar development in close collaboration. Pentti Karhunen was responsible for concept design and leading the project, Henry Andersson for RF and automation design, Rainer Sanmark for antenna and pedestal mechanics, Reino Keränen for algorithm and software development, Petri Haapanen for transmitter integration, Timo Lyly for RF receiver design and processor integration, and Juha Salmivaara for antenna integration and system testing.

In addition, extensive research collaboration was carried out with Colorado State University, University of Helsinki and the Finnish Meteorological Institute, for example, in developing dual polarization applications. The Finnish Engineering Award is presented by the Finnish Association of Graduate Engineers TEK and the Tekniska Föreningen i Finland TFIF. The Award is granted annually to a person or team that has made significant contribution to Finnish technological expertise. The award-winning engineering work may be characterized by an element of creativity, originality, or by practical implementation of the idea or theory in question. The work's commercial and economic aspects are also considered.

The Finnish Engineering Award was granted for the first time in 1981. Two other Vaisala-related innovations have won the Award in the past: Ilkka Ikonen was awarded for radiosonde ground station software in 1982, and Heikki Kuisma for the development of micro-mechanical silicon capacitive sensors in 1993.



Proud weather radar engineers. From left: Rainer Sanmark, Juha Salmivaara, Timo Lyly, Reino Keränen, Pentti Karhunen, Petri Haapanen, and Henry Andersson.

# Strategy and Focus Areas

*Vaisala serves customers in different environmental measurement markets. Our global market segments include meteorology, airports, roads and rail, defense, new weather markets, life science and targeted industrial applications. We provide our customers with the means to influence and better understand their environment and reduce uncertainty by enabling well-informed decisions.*

Vaisala's comprehensive offerings range from small industrial probes to comprehensive weather observation solutions such as surface weather networks and aviation weather solutions. Our customer base covers over 150 countries. Geographically the markets are divided into three regions: Europe, Middle East and Africa (EMEA), Americas, and Asia Pacific (APAC). North America, especially U.S.A. is business wise the most important region which is important to maintain. Currently the growth focus is on markets such as China and Latin America. Operations outside of Finland, Vaisala's domicile, account for 98% of net sales.

The recent years have been characterized by strategy renewal and significant changes to ensure future success. The execution and change activities continued in 2011.

Vaisala's weather businesses, Meteorology and Weather Critical Operations, were combined into one Weather business area. The combined business area is seeking additional efficiencies as well as new customer value and differentiation through decision support systems and services in particular.

The company's global R&D activities were centralized to Finland, Birmingham, United Kingdom and in North America in Boulder, Colorado; Durham, North Carolina; Westford Massachusetts; and Vancouver, Canada. These centralizing efforts aim to simplify the research and development activities to better support business needs and to improve efficiency and the utilization of resources. Going forward, Vaisala will also increase its development and competence focus on system and software development.

The industrial business, Controlled Environment, adjusted its strategy by broadening the scope of the life science business from instruments to continuous monitoring systems. The other industrial customer groups are served by the combined sales channel of Targeted Industrial Applications.

Long term, we seek double digit growth with good profitability. We aim to grow both organically and through acquisitions. Our focus is on increasing the

share of project business and services of the Group's total net sales.

Most of Vaisala's weather customers represent public administration. In the current economical turmoil, governmental funding is no longer a safe harbor. This affects also Vaisala's business and the dynamics are shifting towards stronger focus on the private sector: Controlled Environment is today the fastest growing business within Vaisala. The change from public to private is also visible in the weather sectors, where for instance energy and maritime markets are emerging.

## Management

Vaisala's President and CEO is appointed by the Board of Directors. The CEO manages the company in accordance with the instructions and orders given by the Board, and informs the Board of the development of the company's business and financial situation. The CEO is also responsible for organizing the company's management.

Vaisala has two Management Groups: the Business Management Group and the Strategic Management Group. Both Management Groups are chaired by the President and CEO.

The Business Management Group comprises of the heads of the business areas, Products and Technology, Services, and Operations, and the Chief Financial Officer.

The Strategic Management Group includes the members of the Business Management Group, and in addition the heads of Human Resources, Communications, Marketing, Group Marketing and Sales, and Group Business Development, as well as Chief Science Officer, President of Vaisala Inc. and President of Vaisala China Ltd.

The Management Groups do not exercise any decision making power as defined in legislation or the Articles of Association. The Management Groups are advisory organs that address Group-wide development undertakings, as well as the Group's principles and operating practices in general.

## Sustainability Management

Sustainability at Vaisala is managed in each function according to principles laid down by senior management. In practice, the most important guidance is set out in our Code of Conduct and our other internal policies and emphasized in personnel and leadership training. The functions with the largest impact on our sustainability have been identified as Operations (e.g. manufacturing, sourcing and logistics sub-functions) and Products & Technology, which is responsible for the whole product creation process. Our manufacturing sites follow a certified ISO 14001 environmental management system and

report their environmental performance periodically to the Group's Head of Quality. In research and development, it is the responsibility of each project team to find the best solutions for the product in terms of sustainability and other factors.

Internal sustainability practices are subject to guidance from the Group's Sustainability Manager in cooperation with all internal stakeholders. The sustainability function is embedded in the Corporate Communications department, and the SVP of Communications reports to the CEO.

We do not currently offer monetary incentives for management or personnel for reaching specific sustainability targets.



## Raising the Alarm

On April 30, 2011, a freight train crossing the Uno Bridge in West Manitoba, Canada experienced a high-wind event that caused 44 containers to be blown off the train and fall more than 100 feet to the ground below. Luckily, there were no injuries or hazardous materials spilled, but the accident could have been a lot more severe.

To prevent similar incidents in the future, Canadian National Rail (CN Rail) worked together with Vaisala to develop a creative solution to monitor and alert operators when high wind hazards are present. Following the initial collaboration between CN Rail and Vaisala, it was decided to use a Vaisala Automatic Weather Station MAWS110 connected to a WXT520 weather transmitter at the east end of the bridge, as well as a WMT700 ultrasonic wind sensor located at the center of the bridge. The heated WMT700 is mounted upside down below the rail deck to avoid wind interference from passing trains.

The system monitors wind conditions and, when the customer specified alarm rules are violated, it automatically triggers a radio broadcast heard by the train engineers. The MAWS weather station is also integrated into CN Rail's operations center, where it sends data and triggers a visual warning. This allows CN Rail to take preventive action to avoid a repeat of the accident that occurred last spring.

### Important Steps in a Developing Market

The wind risk project has been interesting and challenging and represents a relatively new market for Vaisala. The project highlights how our systems can be utilized to increase the safety and efficiency of our railroad customers. The MAWS platform provides the flexibility needed to create a custom system to meet customers' strict requirements. CN Rail may very well choose to install similar systems at other high-risk locations all over the country.





# Organization

*Vaisala's core business is environmental measurement, especially weather measurement and chosen industrial measurements.*

*Business is conducted by two business areas: Weather and Controlled Environment. The business areas are supported by group wide functions of Products and Technology, Services and Operations. The customer oriented approach is demonstrated in our seven market segments that are embedded in the business areas.*

## Weather

The Weather business area serves national meteorological organizations whose primary interest is the safety and wellbeing of people and safeguarding property; and operators and authorities whose primary interest is the safety and effectiveness of operations under all weather conditions.

### **Meteorology**

The Meteorology segment serves meteorological and hydrological institutes whose primary interest is safety and wellbeing of people and safeguarding of property. Customer needs vary from standard weather observation equipment to further automation of weather networks and remote monitoring systems. Turnkey projects and capability upgrades for prediction of severe weather are imperative for customers in the developing markets.

### **Airports**

The Airports segment provides weather observation solutions to airport operators. It supports effective operational decision making to improve the efficiency, safety and environmental compatibility of airport operations.

### **Roads and Rail**

Road and Rail authorities benefit from Vaisala's complete weather and traffic observation, driver information and decision support offerings. These ensure safety and optimize the efficiency of traffic management and road maintenance operations.

### **New Weather Markets**

Customers in the New Weather Markets segment are typically non-governmental enterprises. The segment's focus is to grow business with customers in the energy and maritime industries.

Energy customers, such as wind farm developers and operators, use Vaisala products and services to measure, forecast and intelligently integrate environmental observations. Maritime customers include the shipping industry, offshore oil and gas platforms, and ports. With the help of reliable measurements and environmental observations help enhance customers' operational efficiency and optimize decision-making.

### **Defense**

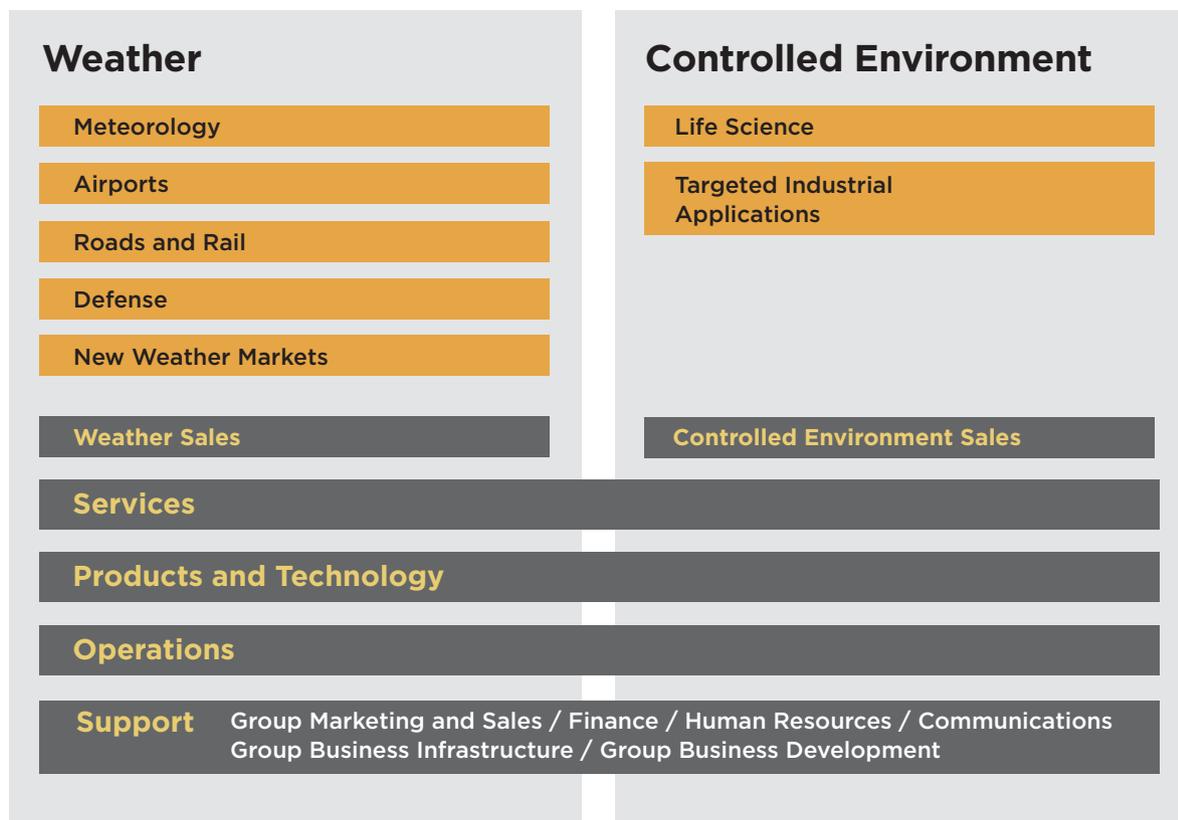
The Defense segment serves defense forces and security organizations. Awareness of weather is a basis for better decision making and improved safety and efficiency in air, land and sea operations. In addition to their defense functions, many national defense organizations also control civilian airports and contribute to national weather forecasts.

## Controlled Environment

The Controlled Environment business area serves customers who operate in tightly controlled and demanding areas where the measurement of precise environmental conditions is required to increase operational quality, productivity and energy savings. The business area is divided into two segments.

### **Life Science**

Life Science provides measurement solutions, monitoring instruments and related services for highly controlled research, production and storage areas. The main customer groups are: Life science, pharmaceutical and biotech manufacturing and wholesale companies, medical device manufacturers, hospitals.



### Targeted Industrial Applications

The Targeted Industrial Applications market segment serves customers in selected demanding application areas in industrial processes and equipment manufacturing. The segment provides these customers with a wide assortment of superior instruments ideal for their application. The target application areas are:

- compressed air and drying
- industrial ovens and heat treatment processes
- process inlet air monitoring
- insulation of high voltage equipment
- lubrication and hydraulic systems

### Group-wide Functions and Support Units

Vaisala's matrix organization also contains Group-wide functions for Services, Products and Technology, Operations, and the Group-wide support units Group Marketing and Sales, Finance, Human Resources, Communications, Group Business Intelligence, and Group Business Development. The operational sales functions are within the business areas. To ensure an efficient way of working and two-way information sharing in the matrix model, the organizational reporting structure includes several dotted line roles that link the business areas and functions together.





# The Way We Do Business

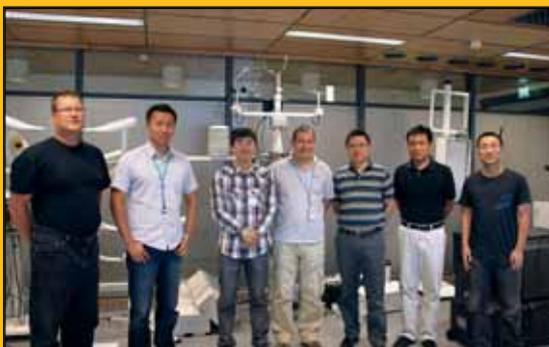
Sustainability in Vaisala is managed by various guiding principles. The main principles are Vaisala's Code of Conduct, Environmental Policy, Anti-Corruption Policy and Community Outreach Policy, together with a number of practical guidelines as well as quality and environmental standards. Vaisala complies with all national laws and regulations wherever it operates.

## A Hands On Experience

Vaisala has a long history of customer training. Guidance on how to use our products has been provided to customers ever since the company was started. Over the years, in response to customer needs, the training portfolio has been expanded from simple use of the hardware into areas such as use and interpretation of meteorological data, decision making and competence building. Traditionally training has been delivered to individual customers during the project delivery phase to provide all of the skills and knowledge needed for the customers to get the full value from their investment. However, our training offering is being expanded to include more on-request training sessions to update user competencies, bring users up to date with the latest features and upgrades, or to bring any new users up to speed quickly. The renewed training facilities in both Helsinki and Beijing have helped to lift the standard of our training service.

### Remodeled Facilities Get Thumbs Up

Our customer training center in Helsinki was renewed in conjunction with the new Head Office building. Three training rooms cater for hands-on sensor training, software training for our Airports customers, and special facilities for weather radar training.



Vaisala's Training Manager, Nick Johnson, says the premises will increase customer satisfaction and also support Vaisala's image as a one-stop shop. The remodeled facilities will, he says, make the training experience for our customers more professional and enjoyable. "Easily the most frequently heard comment regarding our training is that participants like and want to have hands-on experience with the sensors, systems or software when they are learning. These new facilities make this a lot easier to do", Nick says.

### Hardware and Software Readily Available to Practice on

In addition to the new training facilities in Helsinki, we have also opened new facilities in the Beijing office to offer local factory training for our APAC customers. The initial focus is on offering high quality professional refresher training to our Airports customers in the region, but the facilities are also available for other Vaisala customers, and we will be running courses on a variety of our products and systems.

The training room itself has been completely remodeled and updated with access to computers and weather station equipment. There is a permanent visibility station in the room at all times, and a wide range of portable weather stations has been made available so that they can be used as and when needed. This allows training participants to practice maintenance, troubleshooting and calibration tasks using the equipment they have on site. Having weather stations at the facility solely for training purpose also means that major problematic scenarios that maintenance technicians may find in their day-to-day operations can be recreated. This would not be possible at a customer's site, as deliberately introducing faults into the weather stations would disrupt the customer's operational activities.

The purpose-built training centers offers participants the best possible learning environment featuring new and readily available Vaisala equipment.

Radar training participants with Vaisala's Matti Räsänen, Max Yin and Sabit Nasretidin.

# Vaisala's Values

*Our way of operating is innovative and driven by the following six values. They are the basis of all our activities, both within Vaisala and with our partners and customers.*

## **Customer Focus**

We seek out and solve customer problems. We want to be proactive with our customers, to understand their needs now and in the future, and to develop solutions for those needs. Our customer base covers the whole world.

## **Science-based Innovation**

Our approach to our customers' problems is systematic, and based on sound scientific knowledge. In our application of science, we favor creativity and innovation. Our focus is always on the high quality of our workmanship.

## **Goal Orientation**

We participate in the planning and setting of personal and Group-wide goals. Personal entrepreneurship, participation and commitment to shared goals are vital to our success.

## **Personal Growth**

We work in a knowledge-intensive business where the fastest learner thrives. To be competitive, we are committed to continually improving our abilities. Continuous learning benefits both us and our organization. We contribute to an environment that provides the support, encouragement and motivation for each of us to reach our full potential.

## **Focus on Greater Good**

We prioritize total optimization over suboptimization in our actions among ourselves and our customers. Our emphasis is on shared resources, group benefit and mutual cooperation.

## **Fair Play**

We demonstrate integrity in what we do. We only promise what we can deliver, and interact honestly among ourselves, our partners and customers. The confidence and trust we enjoy is valuable to us, and we do not want to risk it.



# Code of Conduct

To further promote and ensure responsible business practices, Vaisala has a Code of Conduct which is to be followed by all employees. This Code translates our values and responsibility into actions taken by our staff every day. The Code highlights important issues such as the environmental aspects of our operations, anti-corruption and anti-trust legislation, human rights issues, workplace behavior and safety.

The Code of Conduct was first introduced to the organization in 2008. All members of staff were required to complete an online training module which is also part of the orientation program for new employees. The module has proven to be a popular and efficient method for training staff in ethical conduct and corporate responsibility. At the end of the reporting period, 92% of current Vaisala personnel had completed the Code of Conduct online training module.

## Vaisala's Code of Conduct

### **1. We comply with national laws and regulations**

Vaisala Oyj ("Vaisala") and its subsidiaries, offices and agencies will obey and abide by any national laws in their respective countries, whether Vaisala is stationed therein or doing business in that country. Vaisala respects local legislation and regulations, whether they are business related or other. Where differences exist between local laws, regulations, customs, norms or this code – Vaisala strives to apply which ever sets the highest standard.

### **2. We encourage fair and lively competition in the marketplace**

Vaisala is a strong supporter of fair competition worldwide – irrespective of any national or international competition regulations. Vaisala does itself comply with any and all regulations concerning competition and encourages its competitors and associates to do the same. Healthy competition in the marketplace is necessary for the development of the whole industry, thus benefiting customers and shareholders.

### **3. We respect the environment and treat it with care**

Vaisala takes environmental matters to heart and attends to them with care. Vaisala wants to be involved in establishing a sound foundation for better quality living, environmental protection and conservation, safety and productivity. Vaisala complies with generally accepted international environmental standards and often exceeds legal

requirements. Vaisala strives to continually improve environmental performance of its products and is committed to reduce the company's impact on the environment. All employees are responsible for Vaisala's environmental performance.

### **4. We treat our suppliers and customers fairly**

Vaisala strives for long term partnerships both with its suppliers as well as customers. We give our partners a good insight into our demand forecasting, constructive performance feedback as well as our support and help. We treat our suppliers and customers in a professional and ethical manner and follow through our obligations and agreements promptly. We want to share our success with our collaborators and create benefits for all parties.

### **5. We collaborate with subcontractors and suppliers that meet international standards in ethics and sustainable development**

Vaisala pays special attention to the ethical and environmental issues when validating suppliers. We monitor and encourage our current suppliers to comply with the requirements of international human rights and environmental laws and practices.

### **6. We treat our employees with respect and guarantee a safe working environment**

Vaisala's central value is 'fair play' which shows in all our undertakings, whether it is towards our staff, suppliers or our customers. Beyond this, Vaisala respects the employees' right to peaceful assembly, freedom of association, collective bargaining and a safe working environment. Vaisala does not accept any child, bonded or forced labor in any parts of its supply chain. Vaisala ensures that all of its safety measures are up to date and is committed to continuous improvement.

### **7. We encourage professional and personal growth of our employees**

Vaisala invests continuously in the professional and personal learning and growth of its employees in order to realize their full potential. This is achieved by emphasizing on-the-job learning supported by internal and external personal development programs. Furthermore, Vaisala encourages its employees to actively manage their work-life balance as this has been recognized to improve work capacity and well-being at work.

### **8. We contribute to the communities we live in**

Vaisala believes in a world where environmental observations improve daily life. As the global leader

in environmental measurement and active member of society, Vaisala has a responsibility to act as a good corporate citizen. Vaisala's overall objective for Community Outreach is to support organizations and projects that advance environmental awareness and science education. All our outreach activities should be in line with Vaisala's values and resonate well with environmental issues such as climate, weather, environmental measurement, industrial impact and environmental sciences.

#### **9. We respect human rights and we retain high moral standards in whatever we do**

People should be treated equally and fairly irrespective of ethnic origin, nationality, ancestry, religion or creed, political views, gender, sexual orientation, marital status, medical condition, disability or age. Vaisala respects these rights and condemns discrimination and intolerance of all kinds.

Vaisala endorses the United Nations' Universal Declaration of Human Rights, The International Labour Organization's Declaration on Fundamental Principles and Rights at Work, The OECD Guidelines for Multinational Enterprises, and the Ten Principles of Global Compact. Furthermore, Vaisala recognizes the value of diversity, teamwork, fair compensation, innovation, health and safety at the work place, environmental awareness, and community involvement and strives to contribute in these fields for the benefit of the company and its stakeholders.

#### **10. We condemn all corruption**

Vaisala will neither accept nor tolerate any form of corruption. Vaisala has a strict anti-corruption policy which, if not followed, will result in disciplinary actions against its violator and any accomplices. Vaisala endorses the UN Global Compact and thus pledges to work against corruption in all its forms.

Employees must not use a contractor, agent, consultant or other third party to perform any act which conflicts with Vaisala's Code of Conduct. We will seek to influence our suppliers and collaborators to adopt similar principles, if they do not already do so.

### Regulatory Compliance

We believe that responsible business conduct is based on fairness and integrity. Vaisala complies with all national laws and regulations, and does not respond to suspicious business proposals. We continuously follow up changes in legislation and keep our staff informed through internal communication, such as the company intranet.

In 2011, there were no identified incidents, complaints or sanctions by authorities on corruption, anti-competitive behavior, anti-trust or monopoly practices or any other breach of legislation or regulations. Furthermore, there were no reported concerns or breaches of human rights, labor rights, or environmental legislation in the adjacent supply chain.







# Our Stakeholders

We recognize our responsibility towards our stakeholders, the people and organizations affected by our actions. We engage many of our stakeholders in dialogue, whether it is to come up with new solutions for society or to improve the relationship with customers, communities and suppliers.

Our overarching goal is to improve daily lives through accurate environmental observations. Our stakeholders expect us to provide them with the most accurate measurement tools and data available, every day.

# Working Together for a Safe Tomorrow

*Vaisala wants to have an engaging relationship with its stakeholders, as they are the ones who can influence the future of our business. We strive to be open and transparent, responding to stakeholders' needs to our best abilities. We are active in many corners of society and want to influence and convince people with our expertise. Working with environmental issues is a priority in our scope of societal affairs and it is in these forums we believe we have the most to offer.*

## Stakeholder Process

We identify and evaluate our stakeholders as part of our risk management process and corporate responsibility processes. Both of these assessment methods are carried out internally and are part of corporate-wide processes. We determine the impact different stakeholder groups have on us and analyze how our actions in turn affect our stakeholders. We actively seek partnerships and joint opportunities with partners, customers, suppliers, academia, research institutes and other parties. We recognize that all our stakeholders will not either want to or be able to take part in our sustainability communication and do not voice their opinions what they feel is material to our reporting. We try to fill this gap by keeping abreast with good reporting practices in other companies in our industry. In this chapter we discuss our relationship with what we regard as our key stakeholders.

This report can function as a foundation for dialogue, as it often does. We seek to engage academia, the scientific community, customers and partners, media and various organizations in dialog with us in order to convey them what it is we do best and why Vaisala is worth their attention. Our customers are our most vocal stakeholder group and last year's key concerns for our customers ranged from turn-around times in our service depot to bottle-necks in our large project deliveries. In 2011 there were no external stakeholder meetings to specifically target our sustainability reporting or processes.

## Customers

**Vaisala's major customer groups are:**

- Meteorological and hydrological services
- Life science companies
- Weather critical energy industries
- Road organizations
- Industrial companies and integrators
- Airport authorities
- Defense forces
- Maritime

## Partners and Collaborators

Research and development activities are a key prerequisite for Vaisala's success. We place a special emphasis on the continuous development of our expertise. In addition to our own internal research activities, we actively cooperate with customers, universities and research institutes.

## Environment

The environment is not only at the core of our business, it is also an important stakeholder for us. We have always regarded the natural environment as something captivating and something we need to care for. As our products are directly linked with natural phenomena, we want to make their negative impact on nature as small as possible. By constantly improving our designs, we aim to develop our products to be more and more environmentally neutral.

## Employees

Vaisala employs nearly 1,400 professionals and their wellbeing is important to us. Our goal is a work environment that encourages innovation and offers the opportunity for long-term professional development. The corporate culture at Vaisala emphasizes reasonable hours and workloads. Furthermore, we believe that success comes from the work of dedicated employees who take care of their own wellbeing. We regularly monitor our staff for perceptions on their work. The results have shown us that not only are the members of our staff motivated by their assignments, but that they are proud to work for Vaisala and feel that their work is meaningful and rewarding. We are proud of these results and want to develop the company further, embracing our employees' commitment.

## Suppliers

Vaisala seeks long-term partnerships with its suppliers and wants to build mutual trust between its partners. We do this by giving our partners a good insight into our demand forecasting, constructive performance feedback as well as our support and help. In return, we expect our suppliers to respect our values and vision, and enable our commitment to quality and sustainable production to preserve our reputation and high quality of our products.

## Governments and Governmental Organizations

Various government bodies such as meteorological institutes and road authorities are our substantial customers and research partners.



## Universities and Research Bodies

Vaisala collaborates closely with a number of meteorological authorities and research bodies around the world, such as the Finnish Meteorological Institute, VTT Technical Research Centre of Finland, Aalto University, School of Science and Technology, the US National Center for Atmospheric Research, the US National Oceanic and Atmospheric Administration, the American Meteorological Society, and the International Civil Aviation Organization. Vaisala is also an active member of the UN World Meteorological Organization, WMO.

Vaisala grants research scholarships to universities, students and researchers in the United States and Finland. In 2011, Vaisala was involved in many research and development projects with universities and other providers of higher education.

## Investors, Owners and Financial Institutions

Vaisala Oyj is a publicly listed company on the NASDAQ OMX Helsinki stock exchange. The largest individual owner is the Finnish Academy of Science and Letters (Suomalainen tiedeakatemia). The foundation donates its earnings from Vaisala shares to the Yrjö, Vilho and Kalle Väisälä Fund, which supports research in natural sciences. Other large shareholders include descendants of founder Professor Vilho Väisälä, private households, private companies, institutional investors and non-profit organizations. Foreign ownership amounts to 14.7% of share capital.



## Media

The media is an important stakeholder for Vaisala. Our goal is to enhance the communication of Vaisala's leading market position in environmental monitoring with clear messages and by maximizing our share of voice, generating positive coverage and establishing relevant media relationships.

As a publicly listed company, Vaisala guarantees timely, accurate and transparent communications to all its stakeholders.

## Industrial Organizations, Associations and NGOs

Vaisala is a member of the Federation of Finnish Technology Industries, and Vaisala's CEO Kjell Forsén is a member of its Board of Directors.

Vaisala is a shareholder of CLEEN Oy, the strategic centre for science, technology and innovation of the Finnish energy and environment cluster, founded in 2008. The centre's objective is to facilitate the development of innovation and globally competitive technologies and service products through its stakeholders. CLEEN's shareholders include around 40 leading Finnish companies, Finnish universities and research institutions. The main areas of research include carbon-neutral energy production, sustainable fuels, efficient energy use, resource-efficient production technologies and services, recycling of materials and waste management, and assessment of environmental efficiency.

Vaisala is a Sustaining Member of the American Meteorological Society and is a sponsor of its Freshman and Undergraduate Scholarship Program.

## General Public

The general public is dependent on reliable weather forecasts. Farmers, sailors, motorists, pilots and event organizers are just a few examples of people who rely on weather forecasts to support their activities. Vaisala is indirectly providing the general public with accurate and reliable weather data through meteorological institutes. Many other Vaisala products also benefit the general public, although often in ways that are unrecognized. For example, Vaisala's early warning systems improve passenger safety at airports, on high-speed trains and on highways.

## Vaisala's Scientific Collaborations 2011

- Aalto University, School of Science and Technology
- American Meteorological Society
- The Association of the Hydro-Meteorological Equipment Industry
- Chinese Academy of Sciences - Xian
- CLEEN Oy
- CO-LABS (Colorado)
- Colorado State University
- The Danish Meteorological Institute
- Deutscher Wetterdienst / GRUAN Lead Centre and MeteoSwiss
- European Corporation for Lightning Detection
- European Meteorological Society
- Environment Canada (SNOW V-10 research project)
- Environmental Prediction in Canadian Cities (EPICC) research consortium
- Finnish Meteorological Institute
- Finnish Water Forum
- Florida State University
- National Center for Atmospheric Research
- National Oceanic and Atmospheric Administration
- National Research Council's Board on Atmospheric Sciences and Climate
- The Network of European Meteorological Services
- NSF Engineering Research Center for Collaborative Adaptive Sensing of the Atmosphere (CASA)
- Royal Meteorological Society
- Shanghai Meteorological Bureau
- South Dakota School of Mines & Technology
- Stanford University
- Tampere University of Technology
- University of Arizona
- University of Hawaii
- University of Helsinki
- University of Massachusetts
- University of Oklahoma School of Meteorology
- VTT Technical Research Center of Finland
- The Weather Coalition
- World Meteorological Organization



A dramatic photograph of a storm with heavy rain and lightning striking utility poles. The scene is filled with water splashing and a dark, stormy sky. The utility poles are silhouetted against the lightning, and the overall atmosphere is one of intense weather. The text is overlaid on a white rectangular background in the lower right portion of the image.

# Economy and Risk

Sound financial development and performance is the foundation of a sustainable company. Together with prudent risk management, we can leverage our opportunities and risks for maximum benefit.

For us, economic responsibility means creating added value to the company's stakeholders, managing finances and resources efficiently, and securing long-term growth and financial stability.

## Financial Overview of 2011

The global financial crisis affected our governmental customers' investment capability. The beginning of the year was slow, but demand increased during the second half of the year especially in Weather business area and resulted in significantly increased order intake and sales. In the challenging economic situation Vaisala has nevertheless been able to retain its market shares.

Vaisala Group's net sales were EUR 273.6 million an increase of 8% from 2010. Comparable proforma net sales in 2010, including the Veriteq acquisition, were EUR 254.6 million. Operating profit amounted to EUR 16.1 million, an improvement of EUR 4.3 million or 36% compared to previous year.

The Controlled Environment business area's net sales performance was stable throughout the year whereas Weather had a very strong fourth quarter

compared to quite stable first three quarters.

Net sales increased in APAC region by 20% and in Americas by 10%, but EMEA region decreased by 2%. Orders received improved significantly in the second half of the year, compared to the first half of 2011. Services sales in 2011 grew by 21% to EUR 40.8 million.

Vaisala Group's solvency ratio and liquidity remained strong. On December 31, 2011, the balance sheet total was EUR 250.8 (248.7/2010; 231.4/2009) million. The Group's solvency ratio at the end of the financial year was 74% (76%/2010; 81%/2009).

In total, Vaisala launched 39 products in 2011 of which 28 in Weather and 11 in Controlled Environment. In 2011 R&D costs were 10.2% of net sales (12.4%) which is the longer term target level for R&D investment.



Research and development grants from Finnish governmental organizations amounted to EUR 689,000.

The average number of people employed in the Vaisala Group in the financial year was 1 386 (1 408/2010; 1 302/2009). The number of employees at the end of the financial year was 1 394 people, with 44% of the personnel based outside Finland. Our R&D headcount was 248 (286/ 2010; 266/2009) in average during 2011 and 18% of the employees worked in R&D.

The total sum of salaries and bonuses paid in 2011 was EUR 63.9 (68.8/2010; 63.3/2009) million. Vaisala has two types of incentive plans; one based on the development of operative cash flow and profitability covering all employees, and the other, three-year

plan, based on the development of profitability and covering key personnel.

Operations outside Finland accounted for 98% (97) of net sales.

Vaisala's A-shares are listed on the Mid Cap list of the NASDAQ OMX Helsinki stock exchange under Industrial Goods & Services sector.

Vaisala is included in the OMX GES Sustainability Finland index since late 2010. The index is a benchmark index comprising 40 Finnish listed companies, all leaders in terms of sustainability. The index criteria are based upon international guidelines for environmental, social and governance (ESG) issues and support investor considerations to the UN Principles for Responsible Investment (PRI).

## Figures

EUR Million	2007	2008	2009	2010	2011
Net sales	224.1	242.5	231.8	253.2	273.6
Operating profit	35.3	38	12.0	11.8	16.1
R&D expenditure % of net sales	10.5%	10.1%	12.2%	12.4%	10.2%
Income taxes paid	11.2	10.5	3.2	3.8	5.8

## Personnel expenses

EUR Million	2007	2008	2009	2010	2011
Payroll & benefits	57.2	59.7	60.8	68.8	64.0
Pension expenses, net	12.3	15.5	13.7	16.1	16.2
<b>Total</b>	<b>69.5</b>	<b>75.2</b>	<b>74.5</b>	<b>84.9</b>	<b>80.2</b>

## Gross taxes by geographical area

EUR 1000	2007	2008	2009	2010	2011
Finland	7 167	9 296	1 533	4 414	4 499
Other Europe	829	594	403	635	1 135
North America	1 086	662	524	-2 055	352
Asia and Australia	1 505	1 660	983	800	-216
<b>Total</b>	<b>10 587</b>	<b>12 212</b>	<b>3 443</b>	<b>3 794</b>	<b>5 770</b>

## Financial ratios

	2007	2008	2009	2010	2011
Return on equity (ROE)	14.9%	15.5%	3.7%	5.6%	5.7%
Return on investment (ROI)	15.1%	15.5%	3.8%	5.7%	5.9%
Solvency ratio	83%	82%	82%	76%	74%
Earnings per share (EUR)	1.42	1.56	0.38	0.56	0.57

## Financial assistance from government

EUR 1000	2007	2008	2009	2010	2011
Investment grants, R&D grants or other grants	893.6	679.2	209.0	691.0	689.0

# Risk Management

Vaisala has a risk management policy that has been approved by the Board of Directors and covers the company's business, operational, hazard and financial risks. Vaisala's strategic management group regularly assesses risk management policy, and the scope, adequacy and focus areas of related practices. The policy aims at ensuring the safety of the company's personnel, operations and products as well as the continuity of operations. The policy also covers intellectual capital, corporate image and brand protection.

Risk management is integrated into business processes and operations and each employee's daily work. The current risk management process was approved by Vaisala's Strategic Management Group in 2010. The deployment of the risk management process has continued in 2011 and now covers half of the businesses and functions.

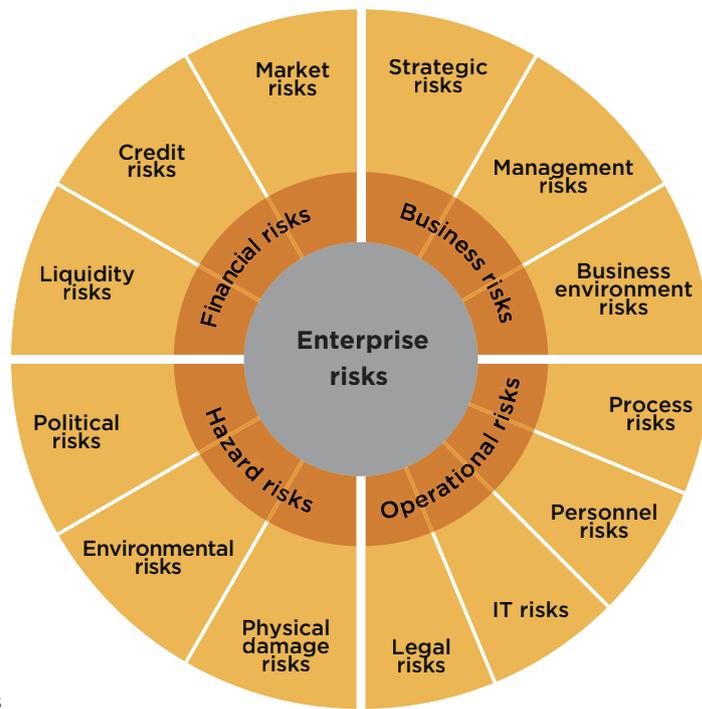
Risk is defined as any event, internal or external to us, which may hinder our ability to achieve our objectives. Risk, however, may also be taken in order to gain profits. Risks are not only negative events leading to losses, also missed opportunities can be thought as a dimension of risk. At Vaisala, risks are measured in terms of their impact and likelihood and in relation to the current level of risk management.

The risk management process is a continuous tool for risk identification and management. The purpose of the process is to support Vaisala's strategy and planning process and to provide more information, supporting better decision making.

## Risk Management Process

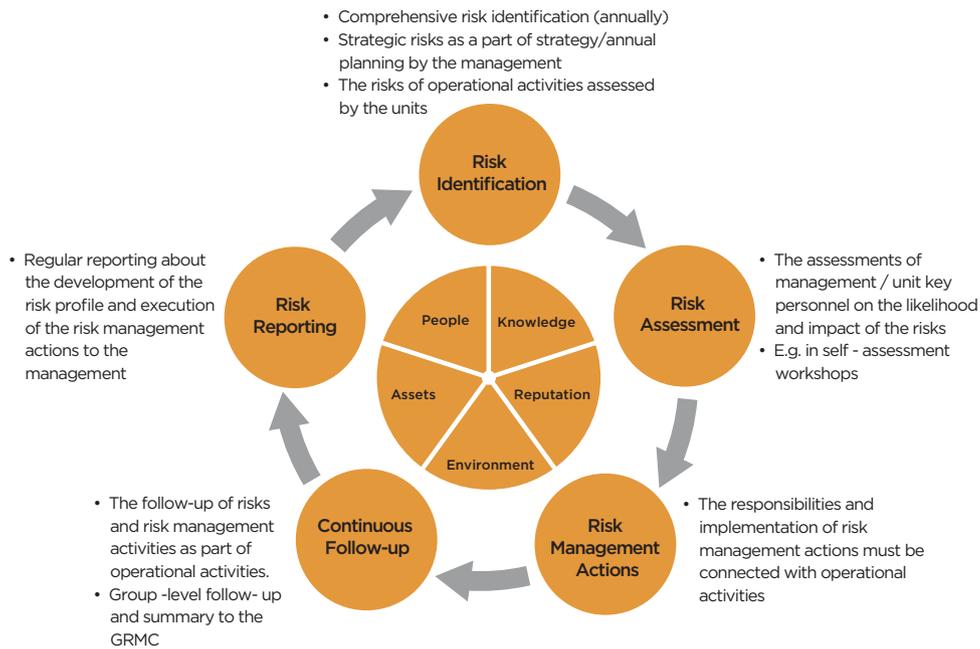
Vaisala's risk management process consists of risk identification, risk assessment, risk management actions, follow-up and risk reporting. Risks are reported quarterly to the strategic management group. The most significant risks are reported to the Board of Directors annually and whenever necessary.

Business and operational risks are controlled by identifying the risks and reporting the most significant of these to the management. Risk management actions are defined and the obligations for carrying these out are assigned to the relevant parties. The Chief Risk Officer (CRO) regularly follows up the progress of the actions and reports to the Group Risk Management Committee quarterly and as needed. The aim is to support the risk awareness of management and to secure better risk management.



Risk grouping with some generic risks

## Risk management process



Hazard risks, especially physical damage risks, are controlled through effective health and safety management and, in certain cases, with insurance policies, whenever this is considered practical and cost effective.

Vaisala's risks have been evaluated as being relatively minor from an environmental and social perspective. In Vaisala's view, environmental and social considerations represent opportunities, and some of these are described in this report.

The risk management process is closely connected to operational issues in corporate security and safety. These areas can be divided into the following: personnel security, rescue operations, crime prevention, information security, premises security, security of production and operations, occupational health and safety, security of operations abroad, environmental safety and emergency planning. In all of these areas we have appropriate policies and practices in place that help us to meet our safety and security goals.

Read more about our risk management, corporate governance and investor relations on our website [www.vaisala.com/investors](http://www.vaisala.com/investors)

## Product Safety

Vaisala's product safety policy is rooted in our Code of Conduct and conforms with international regulations and standards and also local legislation

where necessary. The standard set of requirements our products must adhere to are based on EU regulations, with the addition of local U.S. and Canadian regulations on product safety. In general, Vaisala's strict product safety criteria meet the requirements of customers throughout the world.

We constantly monitor safety standardization and development in official regulations and update our procedures accordingly. The compliance procedures are also strongly linked to Vaisala's risk management process, and product safety is a recognized factor in our risk assessments.

Our product creation process requires a testing plan for each product developed, guaranteeing that each product will comply with the full set of regulations specified in the process description.

## Test Facilities to Ensure Uniform Quality

Product performance and environmental tests are decentralized to product development teams, equipped with environmental test chambers and performance measurement equipment. This activity is coordinated by the Vaisala Product Validation team. Measurement devices used for type testing are traceably calibrated to national or international reference standards with calibration supervision by the Vaisala Measurement Standards Laboratory.

All EMC, mechanical and electrical safety tests are centralized in special laboratories common to all Vaisala development teams. These laboratories are run by specialists from the Vaisala Product Validation or Standards & Approvals teams. Correct labeling of products is managed through product family specifications as well as customer requirements. The correct procedures are also ensured by appointed specialists.

Vaisala has an EMC laboratory on site at its facilities in Finland, and this is used for testing all relevant products for electromagnetic compatibility with the given standards. The laboratory frequently participates in national test laboratory

inter-comparisons. Physically large products and systems are usually tested in third party test laboratories, and smaller entities are also tested in such laboratories when an accredited test site is required. We also have a mechanical testing laboratory which is used for relevant products when they need to be tested for shock, vibration, bumps or drops.

Product development uses both an onsite wind tunnel and rain laboratory for testing and developing certain products. The majority of product and product development testing is conducted at our onsite test facilities in Helsinki, but also in Vaisala's other locations.



# First Weather Radars in Latin America

Weather can have a tremendous impact on a society. This is especially true for tropical areas that are prone to hurricanes and other severe weather events. A single storm can be catastrophic, washing away the infrastructure along with the homes, property and livelihood of countless people.

The better weather observation networks and early warning systems a society has, the better it can cope with the weather. Designed for mesoscale observations, a weather radar helps short-term weather forecasting by allowing following the trajectory of extreme conditions. This enables implementing preventive measures, like early warnings for the public, evacuations and other safety measures.

Using consecutive radar images, Vaisala's signal processing software calculates the movement of precipitation to determine its future location. With a coverage radius of approximately 250 km, a C-band weather radar provides sufficient lead time for short-term forecasting of precipitation patterns and using the information on early warnings.

## Climate Change Increasing Extreme Weather Events in The Tropics

In 2011, Vaisala embarked on a new territory as its first weather radars were installed in a tropical environment - Latin America. The very first Vaisala Weather Radar WRM200 in Latin America was installed in Sabancuy, Mexico, and two more followed in rapid succession with installations in



Hurricane Nate (2011) shown on the weather radar's IRIS display. The image is a composition of data from seven radars, one being the WRM200 in Sabancuy, Vaisala's first in Mexico.

Brazil and Colombia. The fourth will be deployed in Colombia this year.

Mexico is carrying out a modernization project of its weather radars to, among other things, monitor and study severe weather events such as hurricanes and feed the data into hydrometeorological applications such as flood forecasting. For Colombia, the weather radar installations are part of an effort to implement a network of weather radars during the next 5 years to optimize the meteorological service, guarantee regular, safe and efficient operations at the Bogotá International airport, and to provide useful information for the organizations in charge of hydrometeorology, civil protection, power generation, and other critical tasks.

Weather radar data is especially important for Colombia, because severe weather has been affecting the country with phenomena like el Niño and la Niña having become more aggressive during recent years. The weather radar data will facilitate the decision support for civil protection, and the information can also be used to mitigate damages due to flooding in flood prone areas, for example.

## Lightning Data Supports Early Disaster Management

In addition to precipitation data, lightning also provides valuable information for disaster management authorities as it is a valuable indicator of approaching storm activity. There is also a strong correlation between convective precipitation and lightning flashes.

Lightning detection is utilized in hydrological forecasting as a supplementary input alongside weather radar reflectivity. Because lightning information data is available from a wider area than radar coverage, it provides more lead-time for preparations. Vaisala operates a global, long-range lightning detection system, which provides real-time lightning data for accurate early detection and tracking of severe weather.

Along with the weather radars, Colombia subscribes to the Vaisala Global Lightning Dataset GLD360 data to increase their awareness of lightning activity within the country and along the neighboring oceanic routes. The added GLD360 data gives the authorities a vision of 11 million Sq. km, enabling them to see storms approaching from the Pacific, the Atlantic, and the neighboring countries. The real-time lightning data generated by the GLD360 service greatly enhances forecasting and early warnings capability for high seas, thunderstorms and cyclones.

## Saving Lives, Money and the Environment

Vaisala has been in the road weather business since road weather information systems (RWIS) started to appear alongside roads some three decades ago. Today, these systems not only provide road authorities with a precise picture of the current weather, but also - coupled with a Maintenance Decision Support System (MDSS) - have the potential to significantly reduce operating costs, lower environmental impact and make roads safer. In the time of budget cuts, being able to reduce fuel and material costs, free resources for more important tasks, and at the same time improve service is what all road operators are looking for.

### The Difference Between RWIS and MDSS

Traditional road weather information systems comprise a collection of road weather stations installed at various points on a road network. The stations report the weather data they gather back to a central location, such as a road maintenance operator's control center. Over the years, the conventional stations have seen many



enhancements, such as technologically more advanced sensors and blending the road weather station data with numerical weather prediction models to provide a tailored road forecast.

Although the basic RWIS functionalities by themselves already provide 'decision support', a Maintenance Decision Support System takes it one step further and provides the road maintenance operators with treatment recommendations. For example, instead of a traditional RWIS forecast stating, 'Frost starts to form at 11pm on Highway 1', an MDSS system may state that the user is recommended to commence spreading salt at a given location at 10pm and at a rate of 10g/m<sup>2</sup>. The example above is an over-simplification of course, but it gives a basic idea of the differences.

### Value Calculator Helps Quantify Savings

Vaisala offers a free on-line tool called the RoadDSS™ Value Calculator for quantifying both financial and non-financial benefits of taking an MDSS or RWIS into use. The embedded algorithms produce calculated savings, based on referenced study findings, which provide a breakdown of all direct and indirect cost savings both to the road authority and to the local community.

Road authorities have reported that MDSS and RWIS have allowed them to reduce their de-icing treatment material costs by up to 50 percent, while at the same time reducing the number of traffic accidents by as much as 20 percent. Despite the various benefits, both direct and indirect, that roads authorities and their regions can attain, it has been difficult to make a simple calculation that would allow road maintenance authorities to show the specific impact an RWIS or MDSS installation would have on their own road network. This in turn has made it difficult for many authorities to justify the outlay or, indeed, to secure the funding required to cover either the initial investment or continued running costs.

### Non-invasive Sensors Measure Grip on the Road

Vaisala's non-invasive road temperature and state sensors employ state-of-the-art optical technology to monitor the road surface from above the road. The sensors measure the road's surface for friction and other weather data giving detailed information to operators regarding how to manage road treatments.

Idaho Transportation Department (ITD) has invested heavily in a state-wide non-invasive RWIS network.

“The biggest advantage of our RWIS network is that now we can solve problems before they happen,” says ITD’s District 4 Maintenance Foreman, Dennis Jensen. “Vaisala’s non-invasive sensor data eliminates the guesswork and lets us deal with knowns instead of unknowns. We know how much grip our roads are providing to drivers at any time. We monitor real-time pavement temperature and moisture and know when black ice is going to form. And we can see the effect of each treatment and how long it takes to work. That has helped us to identify the best actions, material mix ratios and application timing for various types of road weather conditions.”

Traditional RWIS stations comprise sensors that are embedded in the road surface. Switching to non-invasive sensors is a cost effective alternative that gives road maintenance operators an opportunity to improve their road weather information and increase the density of their RWIS observations. What’s more, the operators do not need to worry about replacing sensors after pavement resurfacing or waiting for suitable weather conditions to replace embedded pucks during the winter months.

**Environmental Concerns of Road Maintenance Operations**

Road authorities are coming under increasing pressure to minimize the environmental impacts of winter maintenance, particularly the use of de-icing agents. The damage and risks posed by de-icing agents have been studied widely, and the studies agree that road salts entering the environment in large quantities pose a risk to vegetation, animals, birds, fish, and water systems, including ground water.

Road weather systems supply accurate information on the road conditions that helps municipalities to improve their winter maintenance programs, optimize de-icing operations and balance the needs of mobility and safety with environmental concerns.

Optimizing the routes and the amount of runs and treatment materials also directly affect carbon and pollutant footprints of road organizations. When asked for reasons to acquire route optimization services in a recent survey, our European road authority customers listed the reduction of costs and impact to environment, and the increased safety and efficiencies equally important.

In the same survey customers reported to have achieved as much as 20% cost savings as a consequence of using Vaisala’s route optimization services and reductions of up to 75 tons of road salt during the winter season, a significant improvement to their environmental impact.



The RoadDSS™ Value Calculator quantifies both financial and non-financial savings easily and gives road operators and authorities a realistic view of the efficiencies brought by an MDSS.



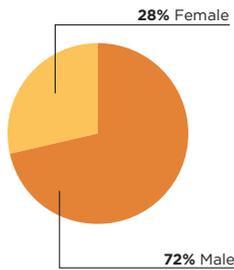
# Managing Talent

Vaisala's success is built on the skills and knowledge of its people. Our personnel is highly valued and we want to see them develop in their careers.

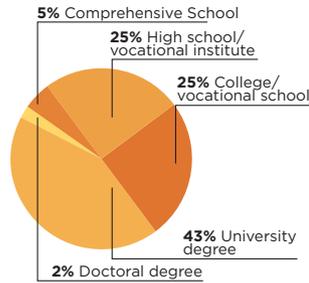
Fair Play is one of our most cherished values. We work according to the spirit and letter of this value and it is reflected in each decision we make.

# Workforce

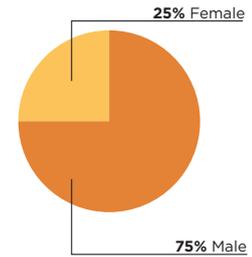
Gender distribution



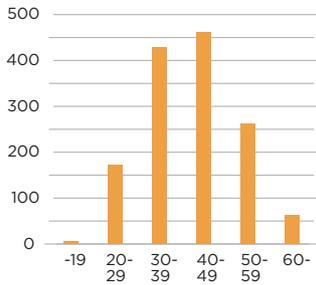
Level of education



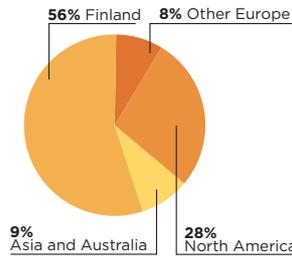
Management Group Gender Distribution



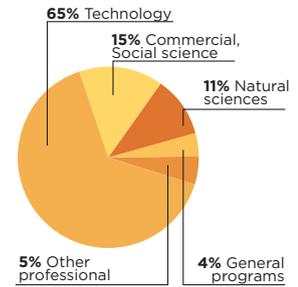
Personnel by age group



Geographical distribution



Personnel by area of education



Total workforce	2007	2008	2009	2010	2011
Employees at end of period	1134	1208	1407	1367	1394
Finland	60.6%	60.8%	57.3%	56.6%	55.5%
Other Europe	10.2%	9.9%	8.6%	8.2%	8.2%
North America	22.5%	21.9%	27.1%	27.9%	27.6%
Asia and Australia	6.7%	7.4%	7.0%	7.3%	8.7%
Women	29.5%	28.4%	28.1%	28.7%	28.4%
Men	70.5%	71.6%	71.9%	71.3%	71.6%
R&D staff	21.4%	20.0%	20.1%	20.4%	19.4%

## Measurable Commitment

*Motivated and highly educated staff has been a cornerstone of Vaisala's success. Retaining creative and skilled people in the company is not self-evident and we want to make every member of our staff feel valued and respected. Although on average, employees stay with us for more than a decade, we do not take this for granted but aim for highly motivating career plans. This kind of long-term commitment has provided us with extremely competent staff dedicated to developing superior technology and long-term customer relationships.*

A good employer image is important to us when competing for talented individuals. We want to be acknowledged as a great company to work for and want potential employees to learn about opportunities that we have to offer.

### Recruitment, Retention and Turnover

At the end of 2011, our staff had increased by 27 employees compared to the situation a year earlier. The total staff count at the end of the reporting period was 1,394 (1,367, 2010). The average age of personnel was 41.7 years. Personnel growth in 2011 was highest in Vaisala China Ltd. and our Boulder office. Last year, integration of our last acquisition, Veriteq to Vaisala continued according to plans.

Vaisala recognizes the Federation of Finnish Technology Industries as its trade union and abides by its collective agreements for Vaisala's employees in Finland. Offices in other countries apply local regulations and customs. Salaries paid by the company are based on local collective and individual agreements, individual performance and the demand level of each job. The base salaries are supplemented by results-based bonus systems, which cover all Vaisala personnel.

Minimum notice periods are based on labor legislation in each country we operate. For Finland this means a minimum notice period from two weeks to six months depending on the length of employment.

### Consolidation of Research & Development Activities

To support our business needs and to improve efficiency and the utilization of resources, Vaisala set out to simplify its global Research and Development footprint. The main R&D activities will be centralized in Helsinki and Boulder, as smaller R&D units in Paris, Hamburg, Tucson, St Louis, Minneapolis, and Columbus will be discontinued. However, activities will continue in Westford, Durham, Vancouver and Birmingham. The consolidation affected 27 people. All were offered the possibility to relocate to Helsinki or Boulder.

#### Diversity and Inclusiveness

We demonstrate equal employment opportunity in all recruitment, hiring, and working practices such as training and development. In North America, Vaisala Inc. is an Equal Opportunity Employer (EOE). Qualified applicants are considered for employment without regard to age, race, color, religion, sex, national origin, sexual orientation, disability, or veteran status. If an applicant needs assistance or an accommodation during the application process because of a disability, the company is pleased to provide it. No applicant will be penalized as a result of such a request.

## Staff Survey

Staff satisfaction is measured regularly at Vaisala to keep abreast with any changes or trends in our staff's attitudes. Feedback obtained from the survey is used to improve workplace processes and systems throughout the organization. The survey is conducted by a contracted research company to guarantee the confidentiality of the responses. The response rate in 2011 was 83%. The most important phase in the survey process is group meetings where results are studied and development actions agreed. The reports and team discussions held each year provide valuable feedback to team leaders and support team development. In spring 2011, we organized training for supervisors to help them facilitate the group meetings. The 2011 survey results show that our employees appreciate their supervisors' positive attitude to new initiatives and ideas, and that they know what is expected of them in their work. Just like in previous years, our people are proud to work for Vaisala and find their work meaningful.

### Top 5 highest scores on the staff survey 2011

1. My supervisor's positive attitude to initiatives and ideas
2. I am familiar with the objectives of my group/team
3. I am familiar with Vaisala's values
4. Objectivity of my supervisor's decisions
5. I know how the goals of my own work relate to Vaisala's overall objectives

## Performance and Development Cycle

The Performance and Development Cycle is about setting meaningful objectives, discussing performance throughout the year, recognizing good performance and establishing professional growth plans for our staff. The process has been consistently applied for the past two years, and we have seen considerable positive developments in our annual Staff Survey results. We are currently well above the external benchmark with regard to leadership, feedback, clarity of objectives, and regular follow-up on the objectives. The perceived value of the personal development discussion has also gone up significantly.

Supported by an online application, the Performance and Development Cycle provides transparent performance standards that have a direct link to our values. The goal of the process is for everyone at Vaisala to understand how they can develop, what is expected of them and how their own actions support Vaisala's overall strategy.

## Development Discussions

Development of our staff's skills, knowledge and behavior as individuals and teams is vital to achieving Vaisala's strategic aims. Therefore, development discussions form an integral part of Vaisala's management system. It is our objective that all Vaisala employees should have regular development discussions with their supervisors to discuss their work duties, career aspirations, competence requirements and professional development. In 2011, 90% of the staff that answered the staff survey reported that they had had a development discussion during the previous 12 months.

Turnover 2011		of which temporary	Turnover rate	Turnover rate, permanent employees
Recruitment	+203	81		
Turnover	-161	62	11.5%*	5.4%**

\* number of employees leaving the company in the reporting period divided by total number of employees at the end of the period

\*\* number of permanent employees leaving the company in the reporting period divided by total number of employees at the end of the period

Turnover by age group	-19	20-29	30-39	40-49	50-59	60-
	12.4%	37.3%	18.6%	14.3%	10.6%	6.8%

Turnover by region	Finland	Other Europe	North America	Asia and Australia
	115	10	28	8

Turnover by employment type	Permanent	Temporary	Part-time hourly paid
	75	62	24

Turnover by gender	Male	Female
	106	55

Staff turnover 2007-2011	2007	2008	2009	2010	2011
Employees +/-	+152/-97	+249/-154	+334/-135	+248/-171	+203/-161
Turnover	8.6%	12.7%	9.6%	12.5%	11.5%
Turnover, permanent employees	5.6%	7.2%	3.1%	9.0%	5.4%

Development discussions	2007	2008	2009	2010	2011
Rate of total staff that has had a development discussion with their supervisor during the last 12 months	79%	80%	76%	88%	90%

## Objective Setting and Performance Reviews

Past performance and objectives for the next 12 months are interrelated in many ways. The purpose of objective setting is to agree on challenging objectives for the coming 12 months. The objectives are reviewed regularly and will form the basis upon which performance is assessed throughout the year and at the end of the review period. Our employees' performance is assessed by looking at both their general performance and contribution ('what' they have achieved) and their behavior according to Vaisala's values ('how' they have achieved the results).

## People Forum

People Forum is a place where managers talk about the people process, their teams and individuals. They are facilitated by HR and allow managers to exchange opinions, experiences and practices with their peers. Benchmarking each other enables insights into managers' own people practices and allows comparing practices in different teams. It is a great opportunity to ensure our people are developed actively and that the Performance and Development Cycle process is consistently applied all across Vaisala.

## Come as You Are

### **In 2011 we extended an already well-established project from Finland to our UK office.**

We took a leap of our own and introduced our acclaimed Giant Leap concept to our Birmingham office. Birmingham is a major student city in the UK with three major universities with over 75,000 students as part of the city's population. Vaisala's UK business has close links with one local university in particular as it was originally a start-up company at the University of Birmingham, before being acquired by Vaisala in 1989. Even today, the offices remain next to the University campus.

Making the decision to extend the program was actually an easy one as it has always fulfilled its aims of:

- Providing challenging opportunities to capable, curious and willing students
- Giving project supervisors access to some of the latest thinking in their fields
- Achieving important 'real work' outcomes for the business

Managers and potential supervisors were clearly waiting for this opportunity themselves, as we were over-subscribed for project topics and making a selection was quite difficult. In the end we took three interns on for approximately three months each over the summer of 2011. The projects covered a broad range of topics including Marketing; Research and; Business Development.

The students all had some local connection to Birmingham, either through studying nearby or living in the area (or both) which added an additional positive dimension to the program as we were supporting the local community.

It was a tough selection process, but as the intention is to treat interns as 'real' employees to give them the complete working experience, this was just as it should have been. Choosing the right candidates



from a talented selection pool is never easy. We oriented the interns as we would any new starting employees and then set them to work. Feedback on both the recruitment and orientation processes was very positive.

Throughout the summer, the Giant Leapers worked alongside and with their supervisors and many other Vaisala colleagues, drawing on the huge accumulated knowledge around them. In addition they variously interviewed customers, visited sites in the field and talked with academic or scientific experts in their project field. Additionally, they entered wholeheartedly into the Vaisala community, attending events and social occasions, including donning fancy dress for the annual summer party.

There were various benchmark meetings – linked up over the internet with the Giant Leapers in Finland – during their internships where they presented their projects, interim status and final findings. In addition they all produced reports for their project supervisors and other interested parties. All were considered a success, even though one actually disproved an original hypothesis of their project supervisor! Each one produced important and valuable conclusions and information for Vaisala to take forward.

The result of the experience has been overwhelmingly positive and we are once again taking Giant Leap interns in the UK during 2012.

### **Meanwhile in Finland: Giant Leap “Future Workshop”**

At the end of the summer, Giant Leap interns at the Helsinki office were challenged to think about future workplaces and work communities. What kind of employer would these young talents like to work for in 2020? The workshop atmosphere was creative and stimulating, and the interns were invited on the basis of the Giant Leap slogan: Come as you are - just as long as you are curious!

Lively discussions filled the third floor of the main building, where interns were keen to challenge the current thinking and assumptions of “Generation Y”. What makes work meaningful? Dream job in 2020? Leadership and expectations regarding team leaders? The excellent summary presentations given by the interns gave our Human Resources team a lot to think about and great ideas for developing Vaisala further as an employer.

Anna, Katie and Fiona at Vaisala's Birmingham office

### **Vaisala Most Responsible Summer Job Employer 2011**

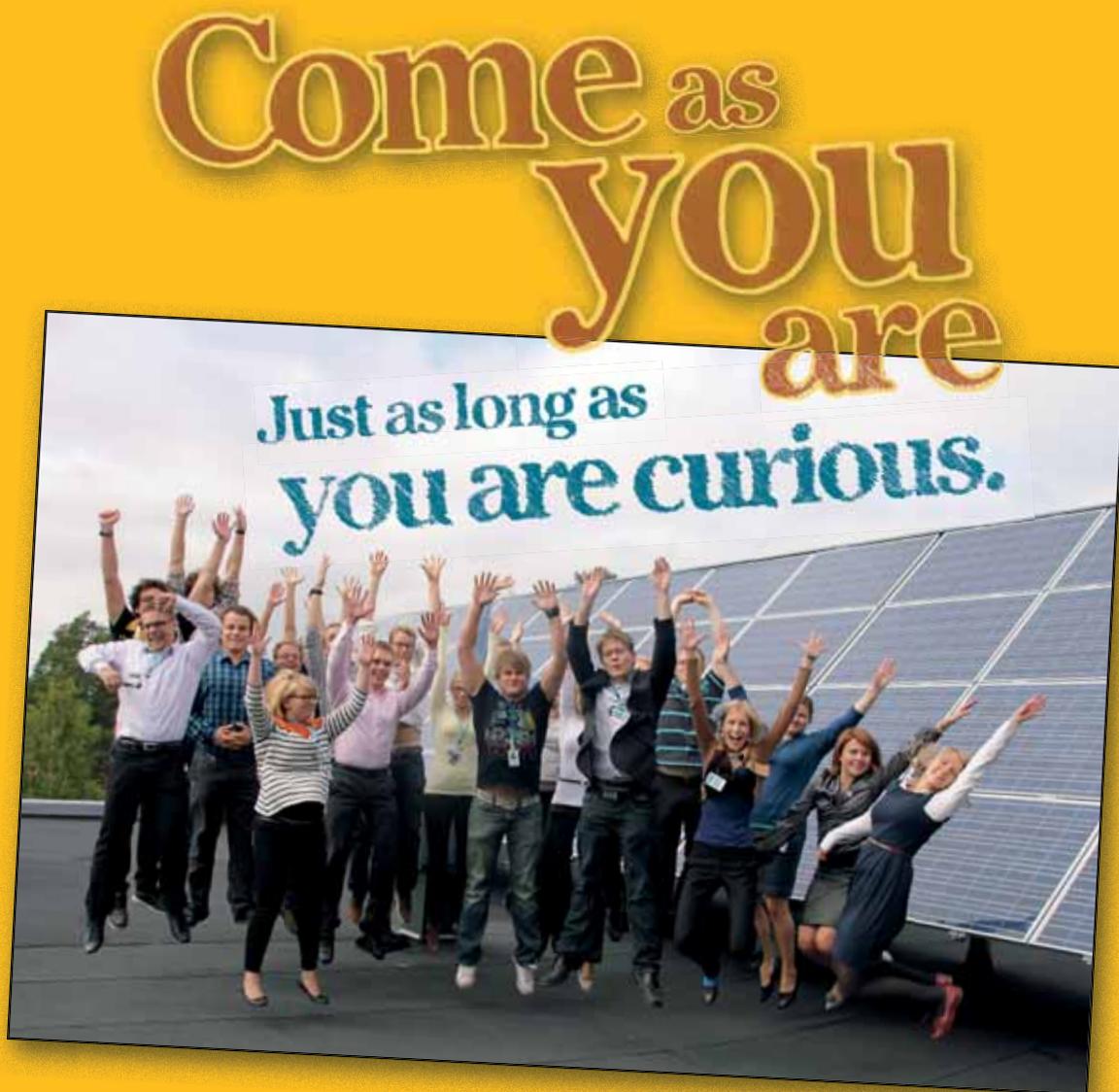
Over 70 organizations participated in the Responsible Summer Job 2011 campaign organized by the Finnish Children and Youth Foundation together with Alma Media. At the end of the summer Vaisala was chosen as Finland's Most Responsible Summer Job Employer, together with Särkänniemi Adventure Park and the building systems and construction company YIT.

The campaign, which started at the beginning of 2011, aimed to encourage Finnish employers to offer more and better summer jobs to young people. The campaign focused on the principles of a good summer job: meaningful work and reasonable salary;

proper orientation and guidance; equality and fairness; and a written employment contract and letter of reference.

The winners of the competition were chosen by a jury on the basis of evaluations given by the summer workers in the organizations. The top three excelled particularly well in treating their summer workers fairly and integrating them into the workplace as full team members. Vaisala's overall score in the competition was 4.81/5.

Vaisala Oyj employed approximately 40 summer workers in 2011. A little over a half of these worked within the annual Vaisala Giant Leap Internship Program.



[www.vaisala.com/giantleap](http://www.vaisala.com/giantleap)

## Safety at Work

Vaisala is responsible for the health and safety of its staff. We believe that accidents are avoidable if necessary precautions have been made. Vaisala has trained health and safety supervisors in all its production and service facilities, and we strictly follow local regulations on health and safety issues. Furthermore, all supervisors are trained in Health & Safety legislation and responsibilities. In 2010 and 2011, we carried out a major training initiative throughout all our North American offices.

Regular health & safety training is provided for all employees that require it in their work. Both employees and managers are required to pay close attention to identifying potential hazards in the workplace.

Injury and accident statistics are prudently monitored and work at Vaisala is generally low-risk work. Activities that have a higher level of risk include work near live traffic, work on construction sites, railways or airports, working at height, working at night or in poor visibility, and working with ladders, drills, saws, solders and other tools. Risk assessments have been carried out for all working environments at Vaisala and we provide training for employees that need to carry out work that involves a higher rate of risk.

Injuries recorded in 2011 totaled 36 (30 in Finland, 6 in the U.S.). We define workplace injury as an incident after which an employee needs medical attention, whether or not it will result in sick leave. Most work related injuries sustained in the Vantaa office are strains, small wounds, bumps and bruises. About half of the injuries are recorded on trips either to or from work and are caused mostly by slips due to icy pathways in the winter. There were no work related fatalities in 2011.

Vaisala recognizes the importance of preventive work for both accidents and illnesses. Therefore, the company promotes healthy and active lifestyles by subsidizing sports and exercise expenses for a multitude of Vaisala sports clubs and events, offering onsite fitness facilities and encouraging people to cycle to work.

Vaisala discourages smoking and organizes events that raise awareness about healthy lifestyle. In 2011, Vaisala Head office arranged two blood donation campaigns together with the Finnish Red Cross Blood Service. Dozens of employees volunteered to donate blood to the Blood Service.

## Health and Safety Committee at the Head Office

A health and safety committee convenes every quarter at the Head Office. This committee is formed by nine representatives including five workers, three clerical staff representatives and one employer representative. The committee's

Absentee rates throughout Vaisala Group	
Office/Region	2011
Head Office	2.20%
UK	1.60%
France	0.40%
Germany	1.80%
Australia	0.80%
China	1.00%
Japan	1.00%

## Occupational Safety and Health Awareness Training Becomes Embedded into all North American Offices

More than 2,400 Occupational Safety and Health (OSH) training hours were delivered in 2011 through a combination of onsite classroom as well as remote e-learning training sessions. The majority of these training hours occurred within a formal e-learning effort that saw a total of 112 employees working in manufacturing, service depots and field services in North America successfully complete federally approved 10-hour and 30-hour safety related training courses. In addition, another e-learning effort involved Workplace Hazardous Materials Information System (WHMIS) training for field service personnel working in Canada. Classroom instruction included fall protection training for some field service personnel, lockout/tagout training for some engineering related personnel, as well as distracted driving awareness training for all onsite personnel. Comprehensive internal OSH audits were once again executed at all eight North American sites by our risk management organization.

responsibilities include monitoring and developing the work environment in order to minimize the risk for work related accidents and illnesses. In 2011, the committee held elections for clerical workers' representatives, performed eight health and safety audits in our manufacturing, and continued working on improving first aid cabinets. The committee also finished its work on a policy and guidance on substance and alcohol abuse for which all managers at the plant received training during the year.

## Grievance Mechanisms

Vaisala provides an internal grievance mechanism to its employees through a dedicated channel, the Fair Play Forum. The channel operates by e-mail and regular mail and accepts both anonymous and

signed messages. Monitoring of the Forum resides in the Corporate Communications team and the responsibility for the channel and actions taken on cases put forward in the Forum is with Senior Vice President, Human Resources and Senior Vice President, Communications. Cases are handled confidentially between the two executives, the reporter and if needed, the employee representatives and legal department.

The Fair Play Forum acts also as a medium to ask clarifying questions about our Code of Conduct or the Code of Conduct training. All Vaisala employees take part in an e-learning module on the Code of Conduct.

Injuries occurred at Head Office	2007	2008	2009	2010	2011
Injuries, total	18	24	13	22	30
At work	10	13	8	12	11
During commute and outside workplace	8	11	5	10	19
Lost days due to injury	68	127	43	136	250
Injury rate(injuries/million working hours)	16,1	20,5	10,2	15,9	21,5
Fatalities due to workplace injury (Group)	0	0	0	0	0

## Sharing Leadership Talent Through Mentoring

Recognizing that Vaisala's senior management oversees a wealth of experience and knowledge within the company, the idea was hatched to connect these managers with future top talents in the organization. In addition to local and global training programs, the aim is to support managerial development by offering managers the opportunity to participate in a mentoring program. The mentors are experienced Vaisala managers from different parts of the organization. We have so far completed two programs at the Helsinki office, and feedback has been so encouraging that in fall 2011, further mentoring program was begun in Helsinki and was accompanied by a pilot in the US.

The majority of the 18 US participants are in managerial roles whereas some of the 28 Helsinki participants are project managers. The general goal of the mentoring program is to accelerate professional growth for new managers and project managers. The initiative also provides the opportunity to enhance the mentor's coaching skills and develop Vaisala's leadership culture.

When matching the mentee and mentor, the aim is to increase exposure throughout the organization by cross-unit pairing. This inter-organizational networking is beneficial to Vaisala and our mentoring pairs as it offers enhanced understanding and a culturally diverse experience.

Both of the local mentoring programs begun recently are one-year processes, during which the mentor and mentee meet regularly every 3-5 weeks. Since the mentees come with very different experience and backgrounds the individual targets can vary considerably.

Both the Helsinki and US mentoring programs had separate kick-off events where the expectations of both parties were noted and ground rules agreed. The atmosphere at both kick-off events was very enthusiastic and we look forward to sharing success stories in the future.

## Training and Development

We offer internal training programs in both personnel management and business skills. We also pursue versatile cooperation with universities and scientific communities. In addition, we support job rotation between our business units and offices in different countries.

Staff training costs amounted to approximately EUR 1,100 per employee in 2011. Due to large variations in training days between staff members and shortcomings in the monitoring system, there is no precise overall statistic on the number or duration of training.

At Vantaa, for instance, the approximation for 2011 was almost 5 hours training per employee, disregarding all internal training. Nevertheless, we know that even ERP trainings have accounted for

several hours per employee last year, so this number is only a rough estimate of employees' total training hours. Moreover, Vaisala Inc. offers generous tuition reimbursements for Bachelor's and Master's degrees, and provides extensive internal training.

## Capable Personnel

Our competitive strength originates in our highly capable personnel. We continually focus on furthering the competence of our personnel in order to maintain our position as market leader. We encourage our employees to take the initiative to improve their capabilities, promoting an active approach to career planning. We have created great capacity-building opportunities by developing managerial skills and leadership in the company.

Training hours, average per employee	Employee	Supervisor	Total*
Finland	N/A	N/A	5
France	N/A	N/A	8
Germany	N/A	N/A	8
UK	19	33	
Japan	40	32	
Australia	14	0	

\*Total, where distinction not technically possible

Training EUR 1000	2007	2008	2009	2010	2011
Total employee training cost	1 110	1 624	1 697	1 355	1 543
Average training cost per employee	1.00	1.38	1.3	1.00	1.1

## Vaisala in Growth Accelerator Program (GAP)

Following the excellent experiences of 2010, Vaisala did not hesitate to participate in *Hanken and SSE Executive Education's Growth Accelerator Program (GAP)* again in 2011. GAP is a consortium program in which the participating corporate teams work closely together, learning from each other through benchmarking and sharing best practice cases. The program consists of four modules, including a Growth Lab project that each team works on throughout the program. Ideally, the project work will not cease when GAP ends but will continue within the company even after the final module.

According to the participant feedback, the best part of the program is networking and benchmarking with peers. "It allows you to air and test your views and examine things from different angles", notes one of the team members. It is also essential that the program relates closely to business reality and participants' everyday work. As an example of this, the Growth Lab project case is intended not only for individual learning purposes but is also an actual business challenge for the company. This is a great way of linking individuals' own learning and Vaisala's authentic business development cases.

## Investment in Future Vaisala

In late 2011, we started the latest version of our Business Learning Program (VBLP) for managers, experts and leaders at Vaisala. This is the eighth such program at Vaisala, the first having been held in 1999. It is the most international program to date, with more than half the 23 participants attending from Vaisala offices outside Finland.

The program is a major investment in Vaisala's future. It focuses on developing the competencies of key people who will have a significant impact on our success in the future.

The program is highly regarded internally, and participants are carefully selected from a list that is always several times longer than the available places. The focus is on challenging the participants to think in new ways and operate in areas and with colleagues in fields other than their own, thereby preparing them for future challenges.

The sessions include a number of advanced modules that encourage participants to broaden their views and see the bigger picture across functional, business and cultural lines. Speakers and facilitators from a variety of backgrounds are used to stimulate the learning and there are both group and individual assignments for all participants. The modules include Cross-cultural Communication, Personal Growth, Management Finance, Customer Focus, Strategic Thinking, and Leadership.

Even though there are learning facilitators and speakers, the program is just as much about learning from the other participants. The exchange of ideas and experiences deepens everyone's knowledge and forms important working relationships for the future.

The program is strongly supported by Vaisala's Management Group, with CEO Kjell Forsén, opening the program and different members of the Management Group 'adopting' each module. This entails working with the learning leader for that module in developing the content, ensuring that it has the Vaisala business context in mind and giving their personal perspectives. In addition, Management Group members are asked to contribute ideas for group assignments.

Cross-cultural Communication and Personal Growth modules were both covered in the first session of the program at the end of November 2011. There will be two further sessions during 2012 and a final one in early 2013, where group assignments/projects will be presented to members of Vaisala's Management Group. Feedback from the participants at the first session was extremely positive.







# Society

Since the company's foundation 75 years ago, Vaisala has been an active member of society and especially devoted to the scientific community and academia. Today, we are a significant contributor to universities, scholarships and numerous research programs. We engage and support students giving them opportunities in the company and involving them in research projects and internships.

## Monitoring the Oceans

At 03:34 a.m. on February 27th 2010, a devastating earthquake and series of tsunamis suddenly hit the central-south coast of Chile. The 8.8 magnitude earthquake was the sixth strongest ever recorded and the tremors were felt all the way in Ica, Peru some 2,400 kilometers away. Tsunami warnings were issued in 53 countries, although many were later cancelled as tidal waves remained mostly low or moderate, with no reported casualties outside Chile.

The quake was so powerful that GPS measurements later showed that it had shifted the city of Concepción at least three meters to the west. 525 people reportedly lost their lives, and 25 people went missing in Chile, because of the earthquake and the following tsunami, which reached a height of 2.6m in Concepción.



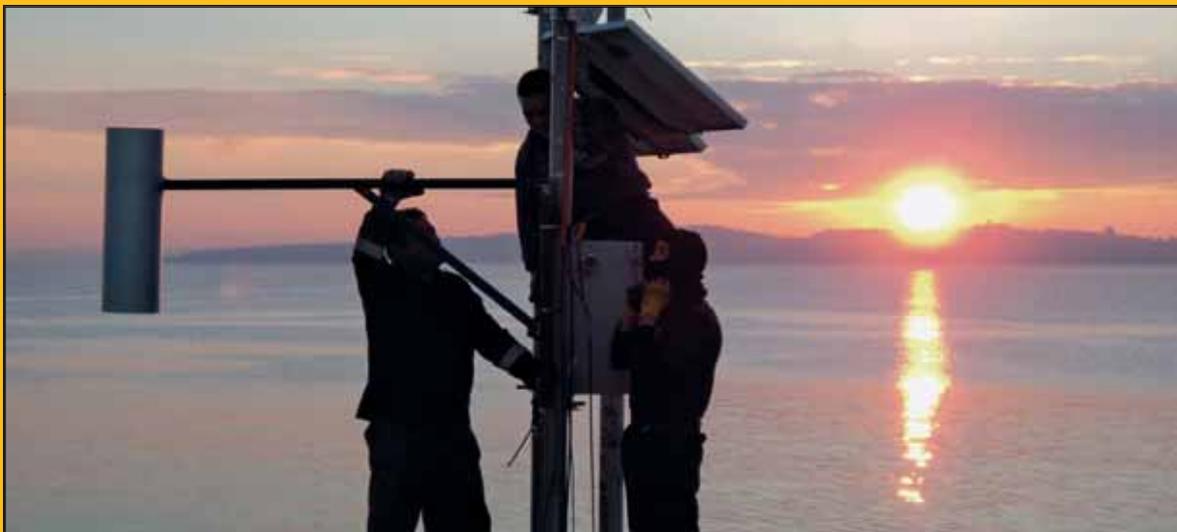
### Tsunami Warnings Save Lives

A natural warning sign for the impending tsunami in the 2010 disaster was the nearby earthquake that in itself was devastating. Along the Chilean coast, local knowledge had been passed on for generations in the fishing communities: “If an earthquake is so strong that you can not stand up – run for the hills”. A wise precaution, but one that left visitors and those without the local knowledge stranded.

Chile's Pacific coastline is more than 78,000 kilometers long. Not willing to rely on local knowledge alone, the Hydrographic and Oceanographic Service of the Chilean Navy (SHOA) is dedicated to providing as much advance warning as possible on tsunamis. To this end, SHOA has installed one of the world's most advanced early warning tsunami detection networks, delivered by Vaisala.

The network consists of 31 Vaisala Data Collection Platforms communicating near real time data to SHOA, which acts as Chile's national tsunami warning center. The sites are located all along the Chilean coastline and the nearby Islands including Easter Island. Each site is configured with redundant water level measurement sensors and multiple methods of telemetry, such as sea-level radar, tide scale, differential pressure sensors, sea water temperature gauges, and at some sites, a fully equipped Vaisala Automatic Weather Station.

For more information about Tsunami warning systems, please visit the Intergovernmental Oceanographic Commission's website at [www.ioc-unesco.org](http://www.ioc-unesco.org) and for sea level monitoring [www.ioc-sealevelmonitoring.org](http://www.ioc-sealevelmonitoring.org)



# Community Outreach Program

*Vaisala believes in a world where environmental observations improve daily life. As the global leader in environmental measurement and an active member of society, Vaisala has a responsibility to act as a good corporate citizen.*

Vaisala may provide charitable donations of products, funding or services to non-profit organizations through its Community Outreach Program. The Program's overall objective is to support organizations and projects that advance environmental awareness and science education. All our outreach activities should be in line with Vaisala's values and resonate well with environmental issues such as climate, weather, environmental measurement and environmental sciences.

In 2011, donations amounted to EUR 414,000 globally. On top of this, Vaisala's Annual General Meeting granted the use of an additional EUR 250,000 in support of Finnish Universities, the second year in a row. Subsequent to the Board of Directors decision, the grant was used for donations to five Finnish universities. Our objective is to focus our donations and continuously correlate them with the community outreach policy. Vaisala does not donate funds to political parties, causes or campaigns.

## Current Sponsorships

Following the guidelines set by Vaisala's Community Outreach Program, we sponsor a variety of different causes.

### Professor Vilho Väisälä Award

Vaisala sponsors the bi-annual Professor Vilho Väisälä Award. The award was established in 1986 to encourage and stimulate interest in research in the field of environmental measurement instruments and methods of observation. It is administrated by the World Meteorological Organization, which selects the winners on a biennial basis. The award consists of a medal, diploma and a cash prize of USD 10,000.

## Focus Areas

### Science education

Students and their teachers, in contexts that promote natural sciences, innovation, and environmental awareness. Universities, scientists and researchers who help increase the understanding of environmental observations and their implications. Scholarships paid in the form of salary are outside the scope of this program.

### Non-profit organizations working in environmental disaster prevention and recovery

Non-profit organizations that protect lives and assets – particularly in connection with the prevention of environmental hazards. Impartial and neutral humanitarian organizations that provide protection and assistance to people affected by disasters.

Global Donations	2007	2008	2009	2010	2011
EUR 1000	195,5	119,8	159,0	375,0	414,0

### **Vilho, Yrjö and Kalle Väisälä Fund**

In the 1960's, Professor Vilho Väisälä, the company's founder, donated Vaisala shares to the Finnish Academy of Science and Letters. These shares were used to establish the Vilho, Yrjö and Kalle Väisälä Fund. The Fund provides grants annually for research in mathematics, physics, geophysics, meteorology and astronomy.

In 2011, the Fund granted a total of EUR 1.3 million to 85 researchers. The Fund's available grants are dependent on Vaisala's profits and thus the company has an economic responsibility towards the Fund.

### **Scholarships**

Acting jointly with the Finnish Meteorological Institute and the University of Helsinki, Vaisala is funding a five-year professorship in meteorology research, which started in 2006. The incumbent, Professor David Schultz of the U.S. National Oceanic and Atmospheric Administration (NOAA), is studying extreme weather phenomena and developing mid-term weather forecasts. He is also teaching in the University of Helsinki's Physics Faculty.

Vaisala also provides funds for radar meteorology research and teaching at the University of Helsinki's Physics Faculty. Dr. Dmitri Moisseev from Colorado State University in the United States took up his post as a researcher in the field of Radar Meteorology at the end of 2007. The research contract is for five years. We also sponsor a Master's student in the Professional Meteorology program at the University of Oklahoma.

Vaisala has a research & development cooperation with the University of Arizona in the field of lightning detection. Furthermore, the company supports the research on radar meteorology at the Colorado State University. Vaisala also sponsors four fellowships, of which one is a doctoral fellowship and three are post-doctoral fellowships. Over many years, Vaisala has partially sponsored meteorology students selected by the American Meteorological Society. In Finland, Vaisala annually sponsors the Master's theses of ten university students.

Vaisala also continues its cooperation with the Universities of Massachusetts, Oklahoma, Colorado, and Puerto Rico-Mayaguez by supporting their joint CASA program. CASA is a 10-year research program whose goal is to develop an adaptive remote sensing system based on low-power, low-cost, dual-polarization Doppler weather radars.

### **Baltic Sea Action Group**

Vaisala committed to work for a cleaner Baltic Sea during the Baltic Sea Action Summit in early 2010. The Baltic Sea Action Group is driving a campaign to save the Baltic Sea, through innovative cooperation projects with companies, NGOs, civil servants and authorities from countries surrounding the Baltic

Sea. We announced our commitment prior to the Summit, stating the following:

"Vaisala commits to support the Baltic Sea project by providing expertise and equipment to help monitor the status and development of the environment from the meteorological or hydrological point of view."

In practice, the commitment led to a project with the Estonian Meteorological Institute (EMHI), in terms of which Vaisala delivered an atmospheric-hydrologic prediction system to the Pärnu River Basin in 2010 – 2011.

### **Muikku Research Vessel**

Vaisala is a sponsor of the Muikku research vessel. The ship is equipped with a Vaisala automatic weather station for professional use. The vessel is used to research the Baltic Sea, Gulf of Finland and some inland waterways. Furthermore, Muikku is used for educational purposes by the University of Joensuu.

### **Local Community**

Vaisala supports its local communities in various ways. Some of our employees frequently volunteer for talks in elementary schools to teach children about weather and climate phenomena and weather forecasting. Moreover, our experts often give talks at universities and polytechnics on various scientific topics.

We have supported our local Kaivoksela School in Vantaa for years. In 2011, the students took part in a drawing competition themed after Vaisala's offices around the world. From more than 60 finalists, six winners were chosen and awarded with tickets to Linnanmäki Amusement Park in Helsinki.

### **Raising Awareness**

Vaisala takes part in the United States' National Weather Service's Lightning Safety Awareness Week as well the local Thunderstorm Safety Awareness Week in Arizona, by sponsoring events and providing expert talks. Our weather experts give interviews and statements concerning extreme weather phenomena in the media several times a year and try to raise awareness frequently on various forums.



## Millennium Youth Campers Visit Vaisala

The Millennium Youth Camp (MY Camp) is an endeavor that provides students from all over the world the opportunity to network with each other and with Finnish business life and top scientists. The Camp is organized by Technology Academy Finland, the national LUMA centre and the Finnish Ministry of Education, among others. Vaisala is one of the Millennium Youth Camp's corporate partners, which means that we participate in the planning of the Camp and organize a one-day company visit annually.

Following the success of previous years' Millennium Youth Camps (MY Camp), this international science camp was organized again last summer for high school students from around the world keen on natural sciences and technology. For the second year, Vaisala was one of the corporate partners lending the expertise of some of our professionals for the benefit of the students.

Six MY Camp participants, from Indonesia, Thailand, Finland, Romania, Bulgaria and the US, had an opportunity to spend a day at Vaisala's Head Office learning about the company and its role in environmental measurement and climate change research. The group had chosen to study the reduction of greenhouse gases other than carbon dioxide in their MY Camp project, so the visit supported their chosen topic and raised a lot of interest.

The campers got to tour the factory, marveling at the weather radar, learning about sensor production at the cleanroom and launching a radiosonde. The day also included talks by Vaisala's experts on reference radiosonde and weather radar as well as a company presentation by CEO Kjell Forsén.

### In the Shadow of Carbon Dioxide

During their stay, the MY campers also spent time working intensively on their group project for the MY Camp. The team wanted to raise awareness of greenhouse gases that are less publicized but potentially more harmful than CO<sub>2</sub>. They had chosen to focus on nitrous oxide, methane and sulfur hexafluoride, studying the means to prevent emissions and to extract these gases. The outcome of the group's work, entitled "In the Shadow of Carbon Dioxide" was presented at the end of the week in the prestigious MY Camp Gala together with the other five projects.

### Unique Learning Opportunity

MYCamp is organized to increase interest in natural sciences and technology, and to raise awareness of the study and employment opportunities in Finland. Getting to participate is a unique opportunity. Among the almost 1,500 applicants only 30 were selected. The campers' travel costs and the action-packed week in Finland are fully covered. With participants from 22 countries, the camp is also a great chance to make friends and future career contacts worldwide.

Read more:

[www.millenniumyouthcamp.fi](http://www.millenniumyouthcamp.fi)

[www.myscience.fi](http://www.myscience.fi)







# Environment

At Vaisala, we are passionate about weather and the climate. We consider the environment to be our key stakeholder and we live by that notion in our daily work.

We believe it is our duty to provide means for accurate measurements of both the natural and built environments and we consider environmental safeguarding in all its forms to be of great importance. That is why we do our best to enhance our own environmental performance on all levels.

# Responsibility Through Innovation

*Vaisala wants to be involved in establishing a sound foundation for a better quality of living, environmental measurement, safety and productivity. Accordingly, the main purpose of many of our products is to contribute to the quality of the environment. Our industrial products and solutions provide our customers with a means to improve their environmental performance, and our weather measurement systems increase safety in weather critical operations.*

Given that our customers want to improve their environmental performance, it is our responsibility to manufacture products as sustainably as possible. Vaisala follows a certified ISO 14001 Environmental Management System (EMS) in all its manufacturing facilities. This globally acknowledged EMS standard is our foremost instrument in guaranteeing consistent and efficient environmental performance. We also require ISO 14001 certification from our key suppliers.

## Environmental Highlights in 2011

In 2011, we aimed at monitoring and optimizing both our new as well as our refurbished facilities. Building automation at our new Head Office was followed closely and adjusted throughout the year to achieve optimum results. We now have solid statistics for all weather conditions and can start making comparisons to coming years.

### Solar Power Production

The solar panel system in our North American Head Office in Boulder produced 141,800 kW of electricity during 2011 which amounts to roughly 16% of the site's energy consumption. At our facilities in Finland, we produced 88,000 kW with the 700 square meters of photovoltaic panels on the building's roof and walls. We run real time online monitoring of the solar systems in both locations.

### New HVAC System for Factory at Head Office

A substantial part of the factory floor now enjoys the benefits of a new HVAC system that was installed in the fall. The refurbishments and installations of new HVAC modules in the manufacturing will continue in 2012.

### Head Office Accredited With LEED Gold Standard

The new Head Office at Vaisala Campus in Finland was certified to LEED Gold standard in May 2011. LEED stands for Leadership in Energy and Environmental Design and is a globally recognized green building rating system originally developed by the U.S. Green Building Council. The rating system consists of four grades: Certified, Silver, Gold and Platinum.

### Improved Waste Management and Cleaning Procedures at Head Office

In 2011, Vaisala Head Office started collecting energy waste in order to reduce the amount of waste going to the landfills. In Finland, what counts as energy waste are nontoxic, combustible materials, such as most plastics, wood, packaging materials, textiles to name a few. The full-on effects will show in 2012, when statistics can be given for a full year.

We also switched our facilities service company last year and at the same time, implemented improved cleaning procedures with more environmentally sound chemicals and cleaning agents.

### Vaisala's Environmental Objectives

- Environmental management system based on ISO 14001
- Continuous improvement
- Compliance with EU directives
- WEEE, EU RoHS (Category 9) and China RoHS
- Eco-design in product development process
- Continuously improved waste management
- Improve Vaisala's energy efficiency by 9% by 2016

## Energy Efficiency in Focus

Improving energy efficiency continued to be the key focus area for improvements carried out at our Vantaa manufacturing facilities also in 2011. As Vaisala is a participatory in the energy efficiency improvement program of the Federation of Finnish Technology Industries, keeping up with a scheduled improvement program is vital. We have committed to improving our energy efficiency 9% by 2016 from a 2005 baseline, which equals 1,287 MWh of energy. An action plan was outlined in 2008, when we signed the agreement and energy audits were carried out. The action plan for energy savings has been fulfilled through 2009 – 2011, with considerable improvements already accomplished. The completion of Vaisala's new energy efficient Head Office in late 2010 has a great impact on the energy efficiency of the whole site. Even though total energy consumption will increase, consumption per occupant and per average cubic meters will go down.

## Carbon Disclosure Project 2011

Vaisala was invited to take part in the Carbon Disclosure Project (CDP) for the second time in 2011. The CDP is an independent, not-for-profit organization that holds the largest database of primary corporate climate change information in the world. The database is used by institutional investors to evaluate companies' risk management abilities when it comes to climate change. When taking part in the project, companies are asked to disclose their greenhouse gas emissions, their climate change risk management processes and their assessments on how climate change will affect their business.

This year, we paid more attention to describing our risk management processes and analyzing our opportunities and threats related to climate change. We scored 67% in 2010 and 65% in 2011. Our calculated carbon footprint reported to CDP was reduced somewhat in 2011, being 8,484 tons CO2 equivalents. The reduction was both accounted for change in methodology and actual decrease in e.g. traveling and better energy efficiency.

The calculations include electricity and heat consumption at our largest facilities, all business flights and company owned and leased cars. Gathering much of our own, so called Scope 1 emissions data is quite straight forward, but we have come to realize that we are not yet in a position to assess emissions from our whole supply chain. Vaisala's operations are non-carbon-intensive and predominantly assembly work at the end of the supply chain. Nevertheless, we will continue

## Vaisala Environmental Policy

As a manufacturer of environmental measurement solutions, we strive to continuously improve our products, services, and business processes with regard to their environmental impacts, the prevention of pollution and the reduction of waste.

Vaisala's products and business processes comply with the applicable environmental legislation and regulations, as well as other environmental guidelines to which Vaisala has subscribed.

In the area of new product development, we strive to minimize environmental impacts by managing the entire product life-cycle from design to disposal. 'Designing for the environment' is one of our basic product development principles.

Specific environmental targets are defined in the strategies of the divisions and business units.

We measure, review and improve our environmental performance with the help of specific key indicators of environmental performance.

The Vaisala Environmental Management System conforms to the requirements of the ISO 14001 standard.

assessing the impacts of our operations and taking part in the Carbon Disclosure Project. Vaisala discloses its answers to the CDP's information request publicly and it can be accessed at [www.cdproject.net](http://www.cdproject.net).

## Environmental Impacts of Operations

Vaisala's Head Office in Vantaa houses some 60% of our staff and most of our manufacturing. Vaisala Inc. has manufacturing facilities in Boulder, Colorado; Tucson, Arizona; and Westford, Massachusetts. Moreover, the recently established Vaisala Canada Inc. has manufacturing in Vancouver, but the site is at present, omitted from this data. All manufacturing is concentrated to the above-mentioned locations, which are therefore the primary contributors to any direct environmental impacts.

We have consolidated our reporting mechanisms to improve global reporting on our environmental metrics. This gives us a clear picture on how our manufacturing facilities are keeping up with our environmental management system's targets and at the same time makes comparing facilities with each other easier than before. The new reporting procedures came into effect in 2009 and thus accurate historical data consistent with these reporting methods is available only from our main operations at Head Office. Therefore, we will continue to report trend data from the Head Office, but also provide a Group figure for last year that covers all our manufacturing facilities.

## Energy and Water

Consumption of electricity at the Head Office amounted to 10.10 GWh (Group: 12.35 GWh), an increase of 3.8% from 2010. Weather corrected district heating at the Head Office totaled 5.19 GWh, a decrease of 9.9%. Both the increase in electricity consumption and the drop in district heat consumption are directly associated with the inauguration of the new office building on site. Despite a very cold winter and an exceptionally warm summer in 2011, the building's geothermal power system produced all the required warming in the winter as well as cooling in the summer without the need to buy any additional district heating. Naturally, the weather affected the older facilities slightly negatively.

Electricity and heat for the Head office is procured from Vantaan Energia, a local energy company, which co-produces energy from a mix of sources, mainly nuclear, hydroelectric power, coal condensate and wind power. Vaisala's operations do not use fuels.

Water consumption in 2011 at the Head Office was approximately 26,200 m<sup>3</sup> (Group: 27,100 m<sup>3</sup>), a reduction of roughly 2% for the whole Group. All water used by Vaisala is municipal tap water.

The most important target for Vaisala's energy conservation is set by our involvement in the voluntary energy efficiency improvement program of the Federation of Finnish Technology Industries. Vaisala has committed to lowering its energy consumption at the Vantaa site by 9% by 2016, from a 2005 baseline.

## Waste Management

Vaisala's waste management target is to lower the amount of waste to landfill by improved sorting and by reducing the amount of waste itself. We separate the collection and treatment of electrical and electronics waste, package materials, chemicals, wood, cardboard, glass, bio waste and since 2011, the energy waste fraction. The aim is to separate as

much of the waste going to landfill and continuously reduce the amount going to landfill by efficient waste management procedures. Amounts of waste and packaging materials are related to manufacturing volumes, so they tend to go up as production is higher. The amount of waste, both recycled office waste like paper, but also waste going to landfills peak remarkably during large reorganizations and moves inside the facilities and when construction and refurbishment work has been ongoing. We saw a steep increase in all waste fractions in 2011 and we believe these are at least two clear contributing reasons. Foremost, almost every employee moved offices in 2011, creating a tremendous need for emptying redundant archives. We saw this peak in both 2011 and 2009. Moreover, there were large amounts of scrap resulting from refurbishment work at the factory and when renewing the HVAC system.

Vaisala maintains hazardous waste bookkeeping by nominated responsible persons according to current regulations. Hazardous waste treatment is carried out by a special authorized company, Ekokem Oy in Finland.

Producers' responsibility for financing the collection and recycling of Waste Electrical and Electronics Equipment (WEEE) started in 2005. Most of the WEEE recycling in the EU is carried out directly by local recycling organizations financed by national producers' organizations. In business to business sales the producer and the customer may mutually agree on the financing method for the recycling.

Vaisala takes care of the recovery of packaging materials that it delivers to the market. For this reason, Vaisala is registered with the Environmental Register of Packaging PYR Ltd. to which we report our packaging weight information annually.

## WWF Green Office

Vaisala is a participatory in the WWF Finland's Green Office program. The program is coordinated at the Head Office by a cross-functional Green Team. The Green Team consists of members from many different departments: Communications, Human Resources, Property Management, Environmental Management, Risk Management, IT and our Weather business area. We run a separate environmental management system for the office, which is updated yearly by the Green Team and report on key metrics to WWF. The Green Office EMS emphasizes hands-on solutions to reduce overall environmental impacts. Reducing waste, energy and paper consumption are among our focus areas.

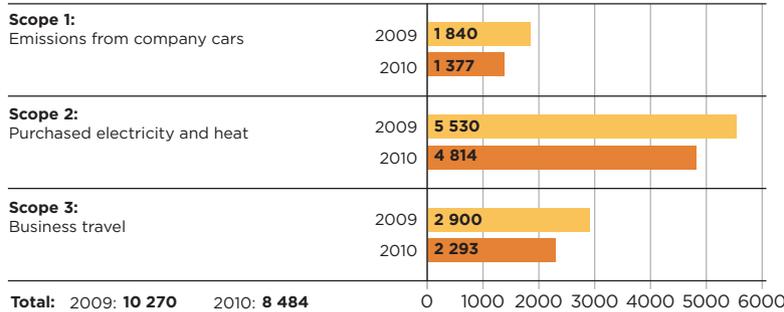
Vaisala's Head Office became an accredited Green Office in 2010. This means that we have the right to associate the Head Office with the WWF Green Office program and may use the program's logo in

our sustainability communication. We participate in events and stakeholder meetings organized by the WWF Green Office and share our best practices with our peer companies.

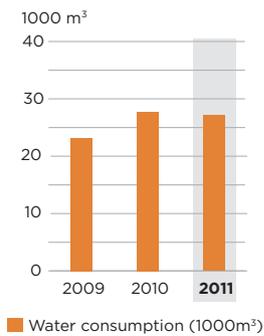
In 2011 the team's goal was to establish a Green Office program in one of the other Vaisala offices. A natural choice for the first office to try out this customized program, was our Birmingham office.



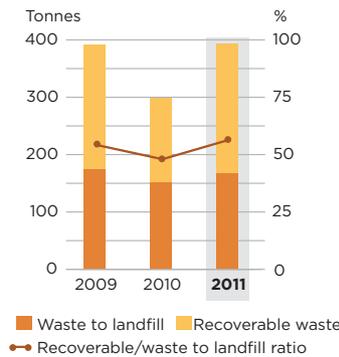
### Greenhouse Gas Emissions, tonnes CO2 equivalents (CO2e)



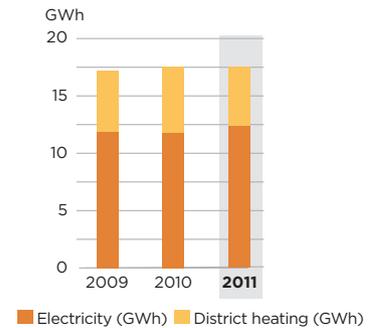
#### Water consumption Vaisala Group



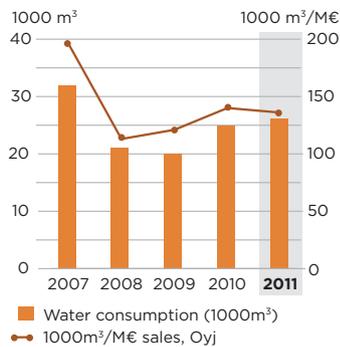
#### Waste quantities Vaisala Group



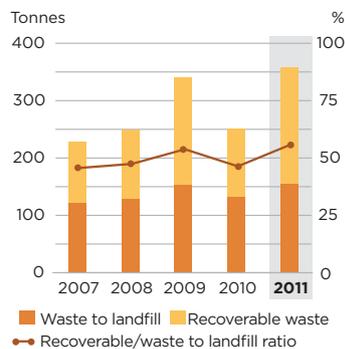
#### Energy consumption Vaisala Group



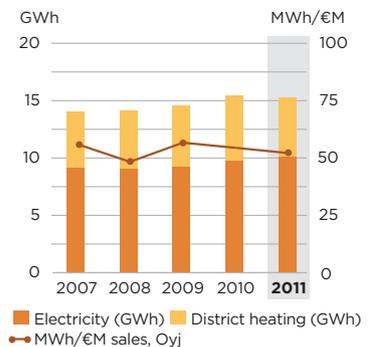
#### Water consumption Head Office



#### Waste quantities Head Office



#### Energy consumption Head Office



## Birmingham Office Initiates Green Office Program

Vaisala's Birmingham office houses more than sixty members of staff, encompassing a data center and technical support team that is on call 24/7 during winter season. Field service engineers, Sales and R&D staff, and support functions make up the rest of the office. The premises are situated next to University of Birmingham's campus, offering a literally green commute through the surrounding leafy parks for those who prefer other means than the car.

We created a concept around our internal Green Office program last year in order to implement a semi-rigorous environmental program in our smaller offices. The internal program is not directly related to the certified WWF Green Office program at the Head Office, but lends much of its thoroughness and

accessibility as well as focus on positive behavior change at the participating office.

The program was kicked-off with forming a local Green Team at the Birmingham office who then conducted an internal audit based on the specifics of the environmental system and with support from the Head Office Green Team. To be successful, it is important that the program remains closely linked to the standards we already apply at our Head Office and future green offices.

The development efforts have started well, with the team assessing waste management procedures; negotiating with service providers for improved practices and monitoring for waste management and cleaning services; arranged a visit to the local recycling depot; and implemented policies that reduce waste, e.g. default printers to double-sided printing. Efforts will continue in 2012 following a set development scheme and objectives.



## Weather Transmitters in Fukushima

Japan's devastating earthquake and tsunami of March 11, 2011 led to the largest nuclear disaster since Chernobyl in 1986. The 9.0 magnitude Tohoku earthquake off the coast of Japan led to a series of failures and nuclear meltdowns in the Fukushima I nuclear power plant, resulting in releases of radioactive materials both into the sea and into the atmosphere.

In the first major downgrading of safety measures around the crippled Fukushima I nuclear power plant since the start of the crisis, the Japanese government lifted the emergency directive to municipal governments near the exclusion zone in September 2011.

After the accident the government ordered children and pregnant women to stay away, and everyone within a radius of 20 and 30 kilometers from the Fukushima plant to prepare to evacuate in the event of an emergency.

The central government decided to lift the directive because the cooling of the reactors at the plant was proceeding smoothly and officials believe there is little chance of major new leaks. However, a 20 km no-entry zone around the plant remains in place.

Vaisala is partnering with a local customer on a radiation monitoring system for remotely monitoring the situation. Our partner donated two radiation monitoring stations to locations in the exclusion zone. The two monitoring stations, featuring radiation dose meters and Vaisala WXT520 weather transmitters, were installed at the end of 2011 and more radiation monitoring stations are to be installed in the nearby areas.

The monitoring stations are equipped with 3G communications to send data every 10 minutes. The monitoring data is to be published later over the Internet so that interested parties can check the situation at the locations in the exclusion zone via a computer or mobile phone in real-time.

One of the monitoring stations is located about 10 km and the other only 3 km from the crippled nuclear power plant.

"The results of the actual observations show that the radiation level is not relevant to the distance from the nuclear power plant. The station further away shows higher levels of radiation than the closer one. Thus, as with Chernobyl, it would not be very surprising to find some safe zones relatively near the damaged nuclear power plant, and some danger zones spread across distant areas", says Hiroaki Sakurai, Sales Manager at Vaisala.

"In addition, we know it is vital to understand how the radioactive particles spread, by analyzing weather conditions. Radioactive particles drift in the air like clouds, and move with the wind in certain

directions, affected by factors such as precipitation and topography. But, there is currently no database that combines radiation measurements with weather data in one place. The data from monitoring stations will be very useful, making it possible in the future to specify danger zones based on such factors. In order to monitor the weather conditions, Vaisala WXT520 will be an excellent tool as it requires no maintenance", explains Hiroaki.

There are plans in place for installing similar types of systems in neighboring areas of other nuclear power plants in Japan.

"We very much hope that there will be no more accidents like that at Fukushima in the future, but at the same time we can make sure we are better prepared for such an event by offering our measuring equipment for this kind of monitoring purposes" Hiroaki concludes.

Vaisala supported the aid effort after the devastating tsunami through the Red Cross and by donating radiosondes with radioactivity sensors to Fukushima University.



# UN Global Compact Reporting

Vaisala joined the UN Global Compact in 2008 and has committed itself to following the ten guiding principles of the initiative. Consequently, we report on our progress on annual basis. Vaisala is an active member in its local UNGC network, The Global Compact Nordic Network. Engaging in the local network gives us the possibility to learn about the initiative and benchmark our efforts to other companies.

## Human Rights

<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.	Embedded in Vaisala's Code of Conduct. Mandatory Code of Conduct training for entire personnel.
<b>Principle 2:</b> Make sure that they are not complicit in human rights abuses.	Mandatory Code of Conduct training for entire personnel.

## Labor Standards

<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Embedded in Code of Conduct. Employee representatives, according to local legislation.
<b>Principle 4:</b> The elimination of all forms of forced and compulsory labor.	Covered in Code of Conduct. No violations reported to date.
<b>Principle 5:</b> The effective abolition of child labor.	Covered in Code of Conduct. No violations reported to date.
<b>Principle 6:</b> The elimination of discrimination in respect of employment and occupation.	Covered in Code of Conduct. No violations reported to date.

## Environment

<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.	Life cycle assessment on key products to assess their impact on the environment. Responsible innovation and product development.
<b>Principle 8:</b> Undertake initiatives to promote greater environmental responsibility.	Became signatory of The Federation of Technology Industries' Energy Conservation Agreement in 2008. Participates in WWF Finland's Green Office program and refurbishes facilities to meet green standards.
<b>Principle 9:</b> Encourage the development and diffusion of environmentally friendly technologies.	Vaisala is constantly developing Best Available Technology (BAT) products to meet the increasing demand for highly accurate measuring instruments, e.g. for climate change research.

## Anti-Corruption

<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.	Covered in Code of Conduct and Vaisala's International Anti-Corruption Policy. Vaisala's management enforces a strict, zero-tolerance policy on any forms of bribery and corruption.
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## Local Network and National Cooperation

Vaisala is part of a Global Compact local network, The Nordic Network, which has Global Compact participants from Denmark, Finland, Iceland, Norway and Sweden. The network provides a learning forum for its members, displaying best practices in corporate responsibility as well as in implementing the ten principles. The network convenes twice per year in a member country. Vaisala is also represented in the network's Steering Committee.

In order to benchmark with other industrial companies, Vaisala also takes part in discussions between other Finnish signatory companies. A group of companies meets on a semi-regular basis to exchange best practices with each other and to promote Global Compact for companies that are not yet Global Compact members. More information about The Nordic Network: <http://www.gcnordic.net/>





## Statement GRI Application Level Check

GRI hereby states that **Vaisala** has presented its report "Corporate Responsibility Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, March 19th 2012



Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on March 9th 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

## GRI Content Index

The Global Reporting Initiative content index is provided to assist the reader in navigating through the report and to compare it to the GRI G3 Guidelines. We have self-declared this report to comply with GRI application level B. This application level has also been confirmed by GRI, after performing an application level check on the report. For more information about the guidelines or the application levels, please see [www.globalreporting.org](http://www.globalreporting.org)

### Standard disclosures

Description	Reference	Reported
1.1 Statement from the most senior decision-maker of the organization.	8-9	Fully
1.2 Description of key impacts, risks, and opportunities.	8-9, 34-35	Fully
2.1 Name of the organization.	6	Fully
2.2 Primary brands, products, and/or services.	16-17	Fully
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	16-17	Fully
2.4 Location of organization's headquarters.	70-71	Fully
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	70-71	Fully
2.6 Nature of ownership and legal form.	6	Fully
2.7 Markets served.	6, 16-17	Fully
2.8 Scale of the reporting organization.	6, for more information see our Financial Statements 2011	Fully
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	10	Fully
2.10 Awards received in the reporting period.	10	Fully
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	3-4, Annual	Fully
3.2 Date of most recent previous report (if any).	3-4, March 2011	Fully
3.3 Reporting cycle (annual, biennial, etc.)	3-4, Annual	Fully
3.4 Contact point for questions regarding the report or its contents.	4	Fully
3.5 Process for defining report content.	3-4, 24	Fully
3.6 Boundary of the report.	4, We report on all Vaisala Group's legal entities.	Fully
3.7 State any specific limitations on the scope or boundary of the report.	3-4	Fully
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	3-4, We report on fully owned subsidiaries that are part of Vaisala Group.	Fully
3.9 Data measurement techniques and the bases of calculations.	4	Fully
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	3-4	Fully
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	3-4, No significant changes	Fully
3.12 Table identifying the location of the Standard Disclosures in the report.	68-69	Fully
3.13 Policy and current practice with regard to seeking external assurance for the report.	3-4, Vaisala's Management Group has decided not to seek external assurance for this report.	
4.1 Governance structure of the organization.	Corporate Governance Statement	Fully
4.2 Indicate whether the Chair of the highest governance body is also an executive officer.	Corporate Governance Statement	Fully
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Corporate Governance Statement	Fully
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Investors section on our website	Fully
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Financial Statements	Fully
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Corporate Governance Statement	Fully
4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Corporate Governance Statement	Fully
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	19, 22-23 and Corporate Governance Statement	Fully
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Corporate Governance Statement and Risk Management Policy	Fully
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Corporate Governance Statement and Risk Management Policy	Fully
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Corporate Governance Statement and Risk Management Policy	Fully
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	66	Fully
4.13 Memberships in associations and advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	27-29	Fully
4.14 List of stakeholder groups engaged by the organization.	26-29	Fully
4.15 Basis for identification and selection of stakeholders with whom to engage.	26	Fully
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	26	Fully
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	26, 3-4, 8-10	Fully

### Performance indicators

#### Economic

Description	Materiality	Reference	Reported
<b>Economic performance</b>			
Management approach to economic responsibility		31-33	
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	High	32-33 and Financial Statements	Fully
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	Medium	60-61	Partially
EC3 Coverage of the organization's defined benefit plan obligations.	Medium	32-33 and Financial Statements (pages 35, 46, 56-57)	Fully
EC4 Significant financial assistance received from government.	Medium	33	Fully

**Environmental**

Description	Materiality	Reference	Reported
Management approach to environmental responsibility		60-61	
EN3 Direct energy consumption by primary energy source.	Low	62-63	Fully
EN4 Indirect energy consumption by primary source.	High	62-63	Fully
EN5 Energy saved due to conservation and efficiency improvements.	High	61-63	Fully
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	High	60-62	Fully
EN7 Initiatives to reduce indirect energy consumption and reductions achieved.	Medium	60-62	Fully
EN8 Total water withdrawal by source.	Low	62	Fully
EN16 Total direct and indirect greenhouse gas emissions by weight.	Low	61-63. Scope 1, 2 & 3 emissions are reported as 8,484 t CO2 equivalents	Fully
EN17 Other relevant indirect greenhouse gas emissions by weight.	Low	61-63	Partially
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	Medium	60-61	Fully
EN22 Total weight of waste by type and disposal method.	High	63. For more information see <a href="http://www.vaisala.com/sustainability">www.vaisala.com/sustainability</a>	Fully
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Medium	60,62, Eco-design in R&D.	Partially
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Low	23. No recorded incidents in 2011.	Fully

**Labor Practices and Decent Work**

Description	Materiality	Reference	Reported
Management approach to labor practices		40,43	
LA1 Total workforce by employment type, employment contract, and region.	High	42	Partially
LA2 Total number and rate of employee turnover by age group, gender, and region.	High	45	Fully
LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Medium	49-50, 44-45	Fully
LA4 Percentage of employees covered by collective bargaining agreements.	Medium	43	Fully
LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Medium	43	Fully
LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	High	48, Arranged according to local legislation.	Fully
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	High	48-49	Fully
LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Low	43, 49-50	Fully
LA9 Health and safety topics covered in formal agreements with trade unions.	Medium	44-45, Arranged according to local legislation.	Fully
LA10 Average hours of training per year per employee by employee category.	High	50	Fully
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Medium	49-51	Fully
LA12 Percentage of employees receiving regular performance and career development reviews.	High	45	Fully
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Medium	42	Partially

**Human Rights**

Description	Materiality	Reference	Reported
Management approach to human rights		22-23	
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	High	22,48	Partially
HR4 Total number of incidents of discrimination and actions taken.	High	23. No recorded incidents in 2011.	Fully
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Medium	23	Partially
HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Medium	23	Partially
HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Medium	23	Partially
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.	Medium	23. No recorded incidents in 2011.	Fully

**Society**

Description	Materiality	Reference	Reported
Management approach to society		52, 55,22-23	
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.	High	22	Fully
SO4 Actions taken in response to incidents of corruption.	High	23. No recorded incidents in 2011.	Fully
SO5 Public policy positions and participation in public policy development and lobbying.	High	55	Fully
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	High	55	Fully
SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Medium	23. No recorded incidents in 2011.	Fully
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Low	23. No recorded incidents in 2011.	Fully

**Product Responsibility**

Description	Materiality	Reference	Reported
Management approach to product responsibility		35-36	
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Medium	35-36, LCA analyses for volume products in R&D.	Partially
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Medium	23. No recorded incidents in 2011.	Fully
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Medium	35-36	Partially
PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Medium	23. No recorded incidents in 2011.	Fully
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	High	Published in Vaisala News magazine after each survey.	Partially
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Low	23. No recorded incidents in 2011.	Fully
PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Low	23. No recorded incidents in 2011.	Fully

Annual Report 2011 available at [www.vaisala.com/annualreport](http://www.vaisala.com/annualreport)  
 Financial Statements, <http://www.vaisala.com/en/investors/reports>  
 Corporate Governance statement, <http://www.vaisala.com/en/investors/corporategovernance/Pages/default.aspx>

# Vaisala World Wide

## Finland

- **Head office** ●●●●●

Vaisala Oyj  
 P.O. Box 26, 00421 Helsinki  
 Street address: Vanha Nurmijärventie 21,  
 01670 Vantaa  
 Switchboard: +358 9 894 91  
 Corporate communications: info@vaisala.com  
 Business ID 0124416-2

## United Kingdom

- **Vaisala Ltd**
- **Birmingham** ●●●●●
- **Bury St Edmunds** ●

## France

- **Vaisala SAS**
- **Paris** ●●●
- **Lyon** ●

## Sweden

- **Vaisala Oyj**
- **Malmö** ●
- **Stockholm** ●

## Germany

- **Vaisala GmbH**
- **Hamburg** ●●●●●
- **Ugingen** ●
- **Bonn** ●

## Canada

- **Vaisala Canada Inc.**
- **Vancouver** ●●●●●

## United States

- **Vaisala Inc.**
- **Boston, MA** ●●●
- **Boulder, CO** ●●●●●
- **Head Office, North America**
- **Durham, NC** ●●
- **Houston, TX** ●
- **Minneapolis, MN** ●●●
- **San Jose, CA** ●
- **St. Louis, MO** ●●●
- **Tucson, AZ** ●●●
- **Westford, MA** ●

## Brazil

- **Vaisala Ltda**
- **Rio de Janeiro** ●

## United Arab Emirates

- **Vaisala Oyj**
- **Dubai** ●

## India

- **Vaisala Oyj**
- **New Delhi** ●

## Malaysia

- **Vaisala Sdn Bhd**
- **Kuala Lumpur** ●

## China

- **Vaisala China Ltd**
- **Beijing** ●●●●●
- **Shanghai** ●●●
- **Shenzhen** ●●●

## Korea

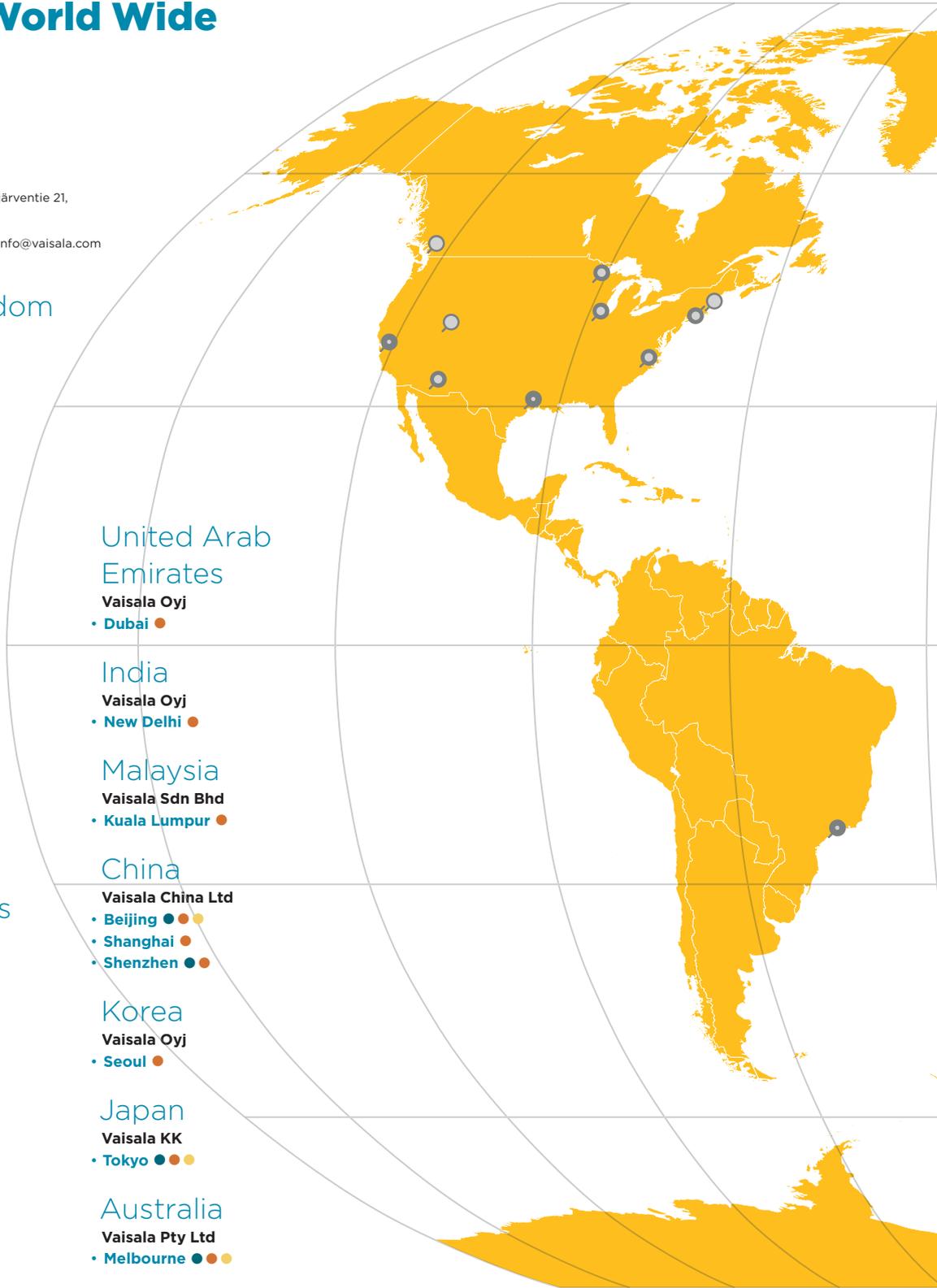
- **Vaisala Oyj**
- **Seoul** ●

## Japan

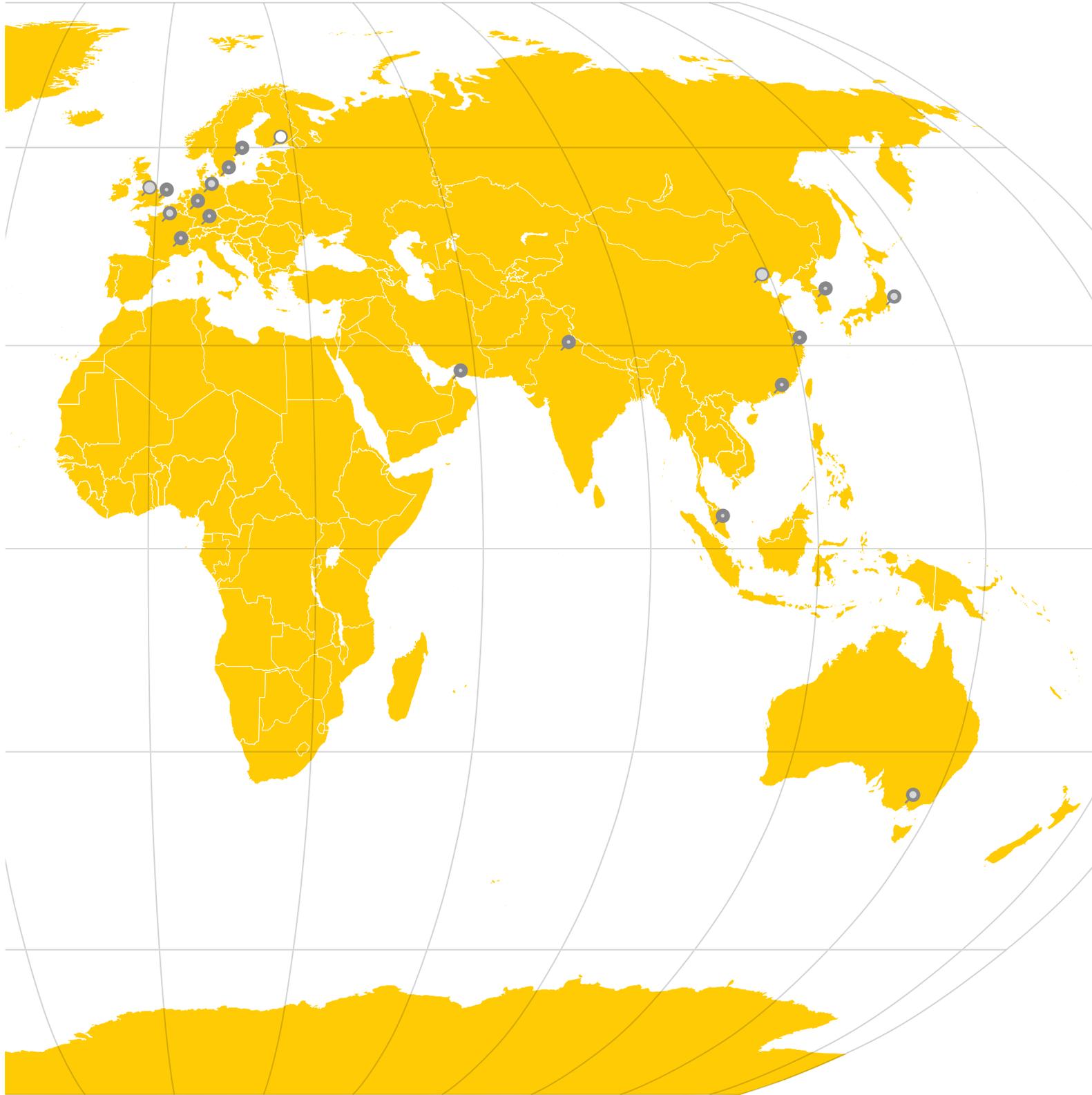
- **Vaisala KK**
- **Tokyo** ●●●●●

## Australia

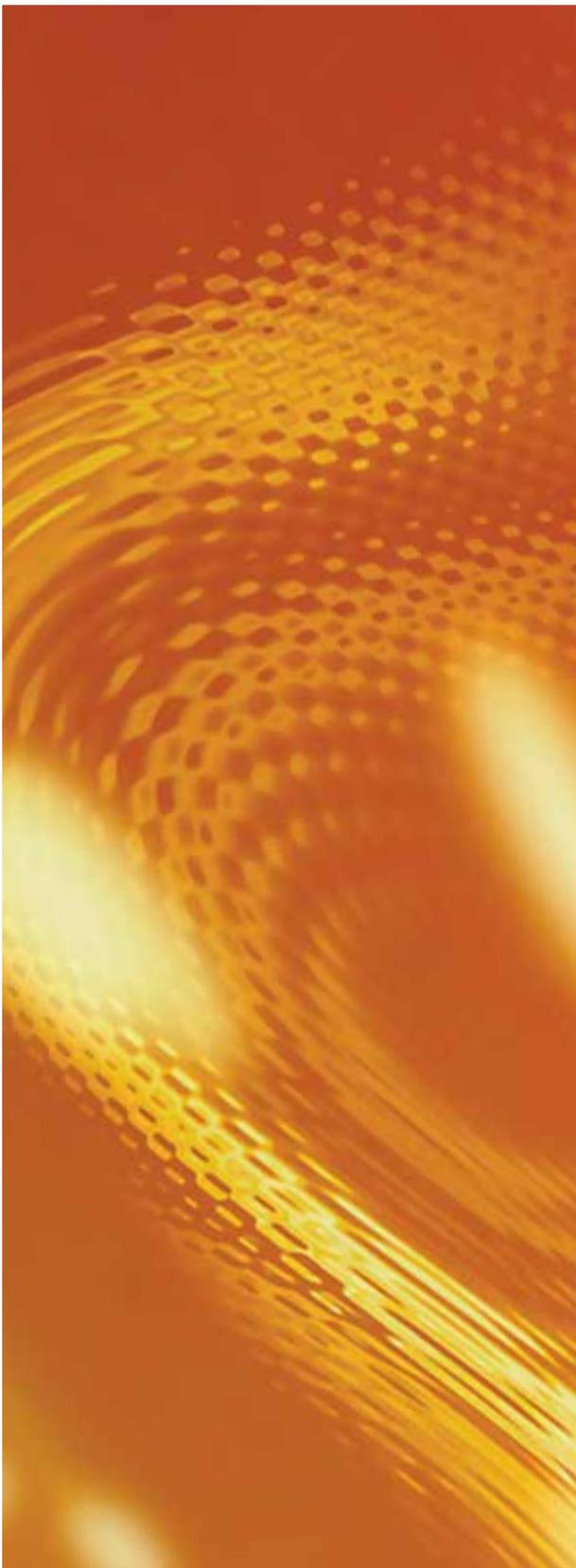
- **Vaisala Pty Ltd**
- **Melbourne** ●●●●●



Research and development ● | Production ● | Service ● | Sales ● | Administration ●



Offices contact details: [www.vaisala.com/en/contact/offices](http://www.vaisala.com/en/contact/offices)



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