



**NOKIAN[®]
TYRES**

Back to Profitable Growth

Summary and concluding remarks

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President & CEO

Capital Markets Day 2015

Profitable growth supported by new Must-Win-Battles

Must-Win-Battles

1. First choice for consumers

2. Preferred partner for customers

3. World's best tyres & increasing number of new services

4. Strong growth in CE & NA

MWB objectives for 2018

- Increased consumer awareness in growth areas
 - Consumer preference > 10 % higher than market share
 - Highest consumer loyalty and satisfaction including online services
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- Long-term partnership with customers based on mutual benefit
 - Ensured distribution profitability resulting in Nokian Tyres being the best performing brand in partners' portfolios
 - Improved ways of managing the customer relationship
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- Increasing number of winning tyres
 - Solid flow of innovations
 - Growing portfolio of new services for sales support, distribution partners and consumers
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- Clear improvement in brand recognition and market share
 - Stepwise increase in price position in CE
 - Strengthened platform to enable growth

Profitable growth supported by new Must-Win-Battles

Must-Win-Battles

1. First choice for consumers

2. Preferred partner for customers

3. World's best tyres and increasing number of new services

4. Strong growth in CE & NA

MWB actions 2016 - 2018

- Increased consumer advertising in North America & CE
- Increased research, dedicated team to consumer behavior analysis
- Online co-operation with retailers to make purchasing of our tyres easier

- Earning potential for customers through pricing and commercial policies
- Focus on joint marketing/promotion and special sell-out support programs with key customers
- Develop and implement attractive concepts for the franchised chains

- Launch of new tyres, new summer tyre test track
- Increased investment in research
- Innovative consumer and outlet services development through Vianor and co-operation with key customers

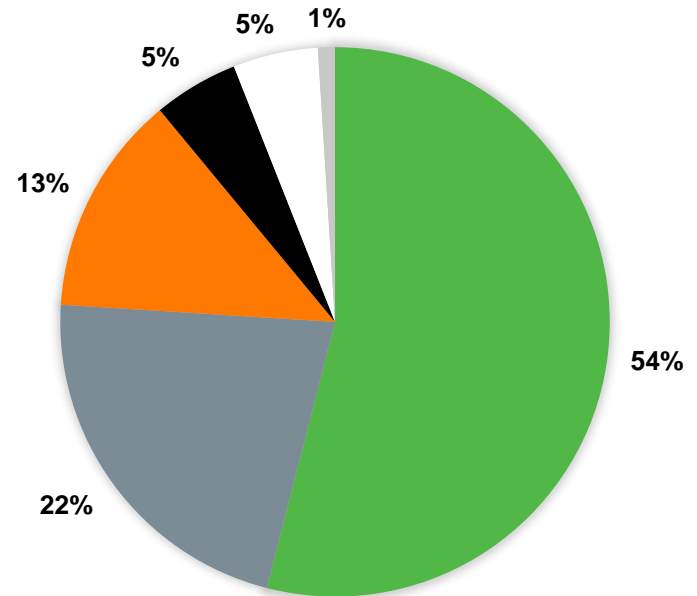
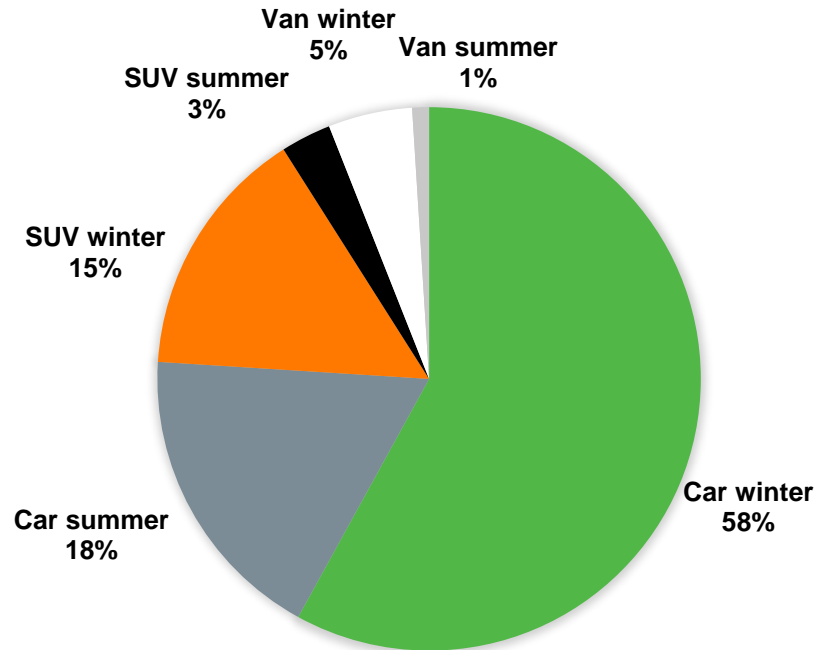
- Increased investment in warehousing, marketing and own resourcing
- Strengthening of dedicated product portfolio
- 3rd factory to support one of the growth areas

Sales targets

Share of sales by product group

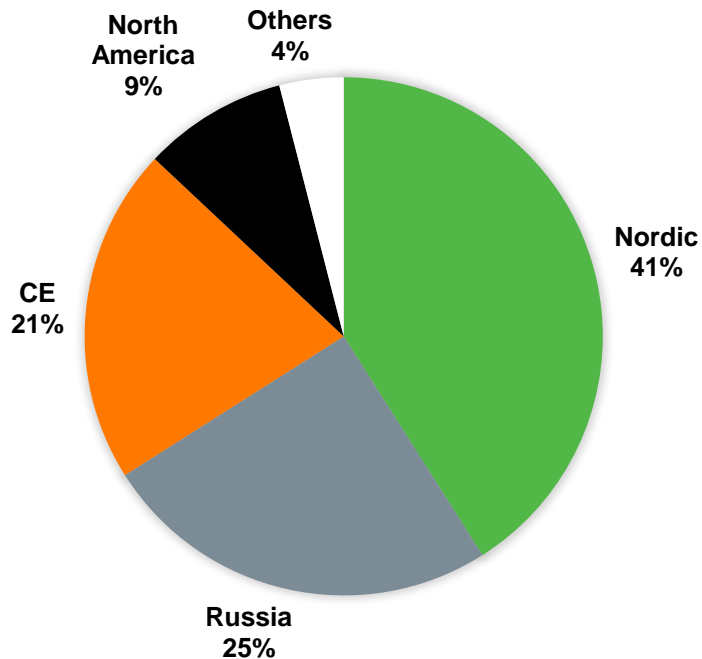
2014

E2018

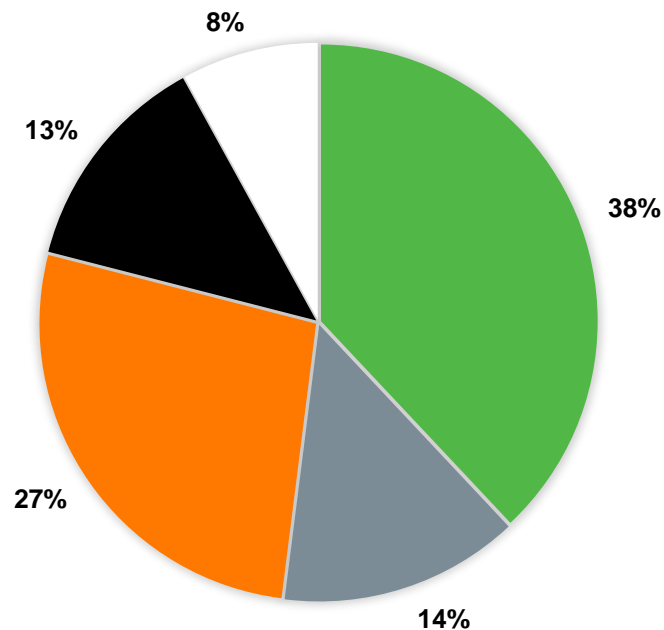


CE and North America estimated to grow

SALES 2014

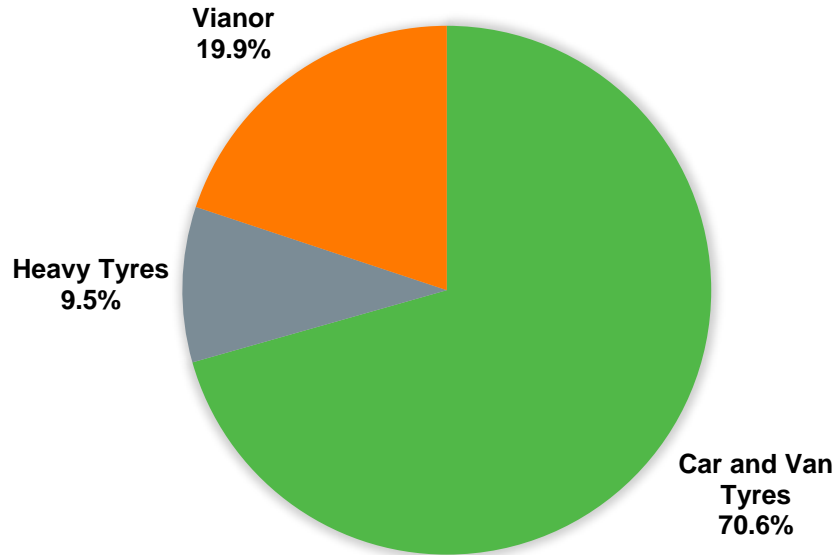


SALES E2018

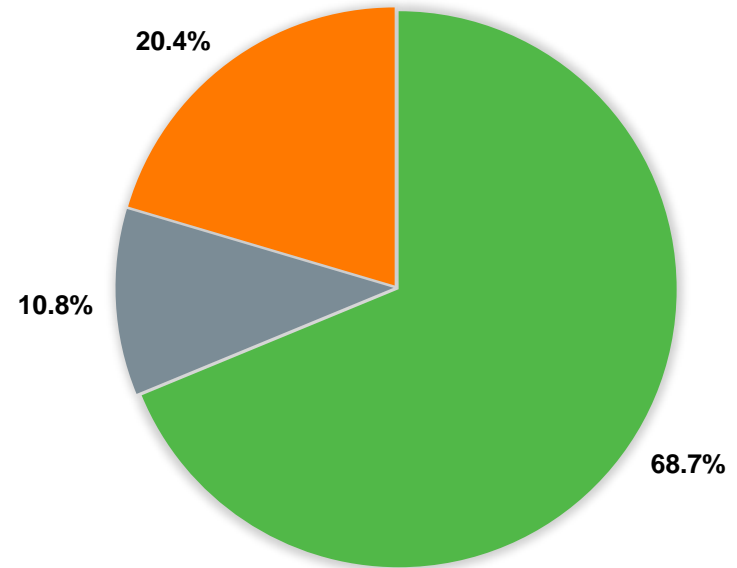


Group sales by business units

SALES 2014



SALES E2018



Financial targets 2016-2018*

Faster than market growth with healthy profitability

Faster than the market growth

Our target is to achieve an average annual growth that is higher than our target market growth. This means we aim at growing organically faster than the tyre replacement market. With the present market outlook this would result to minimum 4–5 % average annual sales growth for the period 2016–2018.

Healthy profitability

We target to maintain our industry leading operating profit level of minimum 22%.

Good shareholder return

Our target is to provide steady or higher absolute dividend per share throughout 2016–2018 (despite the investments in 3rd factory).

Dividend policy: Company targets to distribute at least 50% of net profits in dividends.

A close-up photograph of a car's front wheel and lower body panel. The car is white, and the wheel has a silver multi-spoke alloy rim. The tire is a Nokian Black Evo, with the tread pattern and brand name visible. The background is a blurred cityscape under a cloudy sky. A green banner is overlaid in the top left corner, and the text 'Thank you!' is written in green in the middle right area.

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Thank you!