OUR STRATEGIC JOURNEY CONTINUES

and the star

DECEMBER 3, 2019

HILLE KORHONEN PRESIDENT AND CEO



WE HAVE A GREAT TRACK RECORD AS A SUCCESSFUL COMPANY

THE NORDIC MARKET LEADER

▶2000

EXPANDING REGIONALLY

2005-

GOING INTERCONTINENTAL

2010

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BUILDING FOR GROWTH

2017

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Net sales EUR ~400 million EBIT-% 10 Personnel ~2,500 Net sales EUR ~700 million EBIT-% 17 Personnel ~3,000

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Net sales EUR ~1060 million EBIT-% 21 Personnel ~3,300 Ŷ

Net sales EUR ~1600 million EBIT-% 23 Personnel ~4,600

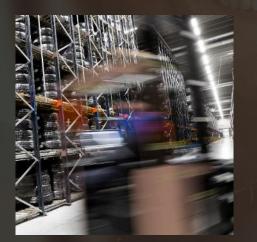


WE HAVE A STRONG PLATFORM FOR GROWTH

LOCAL

REGIONAL

INTERNATIONAL



FINLAND AND THE NORDIC COUNTRIES



RUSSIA



NORTH AMERICA AND CENTRAL EUROPE



GROWTH IS ENABLED BY AMBITIOUS IMPROVEMENTS IN ALL AREAS

OUR DIFFERENTIATORS



OUR AMBITION

We are the market leader in selected segments in the Nordic countries and Russia

We increase our sales by 50% in Central Europe in five years

We double our sales in North America in five years

VERSION AND A DATA SECTION OF A DATA SE

Our tires are available in all major winter tire markets

We increase the EBITDA of equity-owned Vianor to +3% by the end of 2019

We increase the sales of Heavy Tyres by 50% in four years



RUSSIA AND ASIA

We are the market leader in selected segments in Russia

- We have outperformed the market in Russia despite the stagnating economy and declining market
- An increase in winter (A segment) tire sales driven by the sell-in push program
- Production kept on a healthy level
- Development projects to extend our capabilities in e-commerce and other frontline activities implemented as planned
- In China, we successfully relaunched summer tires and expanded our distribution coverage into non-winter provinces



ONE NORDICS

We are the market leader in selected segments in the Nordic countries

KEY ACHIEVEMENTS 2019

- Successful build up of One Nordics organization and way of working resulting in more transparent business management across Nordic countries and Vianor
- Nordics business profitability improved

We want to be a first to be

- Vianor result improvement
 - 3% EBITDA target reached already in 2018, further operating profit improvement in 2019

CENTRAL EUROPE

Our target is to increase sales by 50% in Central Europe

- Growth in certain European countries
- Good performance in new summer tires
- Changed branded retail approach (from Vianor partner to NAD) in France, Germany and Poland
- **CE growth plan reviewed and further developed** for the next five years under new head of CE



NORTH AMERICA

Our target is to double our sales in North America

- Dayton factory project proceeding on time and on budget
 - First test tire manufactured in July
 - Grand opening celebration in October
 - Over 100 workers recruited
 - Readiness to start commercial production beginning of 2019
- New retail partners and points of sale
- New products for large SUVs and large trucks introduced, first North American specific product launched



NOKIAN HEAVY TYRES

We increase the sales of Heavy Tyres by 50%

KEY ACHIEVEMENTS 2019

- Strong growth continued
- Capacity increase project proceeding in line with plan, target to increase capacity by 50% till end of 2022
- 30+ new products launched in 2019
- Differentiating digital tools for sales, customers and end users introduced
 - Digital tire monitoring system Nokian Intuitu & Dealer Service pilot in CE
- Expansion of the geographic footprint in the Americas and Asia-Pacific ongoing

nokian[®] TYRES

LEADER IN SUSTAINABILITY

- We were again selected in the **Dow Jones World Sustainability Index**
- Sustainability audits conducted with all major Asian natural rubber processor plants, leading to many improvements
- Occupational accident frequency developed positively

 Heavy Tyres over one year on LTI O level
- LEED requirements taken into account in the construction of Dayton factory and Spain test center



IT'S A BEAUTIFUL JOURNEY

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