



# OUR STRATEGIC JOURNEY CONTINUES

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HILLE KORHONEN  
PRESIDENT AND CEO

**nokian**<sup>®</sup>  
**TYRES**

# WE HAVE A GREAT TRACK RECORD AS A SUCCESSFUL COMPANY

THE NORDIC MARKET LEADER

EXPANDING REGIONALLY

GOING INTERCONTINENTAL

BUILDING FOR GROWTH

2000

2005

2010

2017



Net sales EUR  
~400 million

**EBIT-% 10**

Personnel ~2,500



Net sales EUR  
~700 million

**EBIT-% 17**

Personnel ~3,000



Net sales EUR  
~1060 million

**EBIT-% 21**

Personnel ~3,300



Net sales EUR  
~1600 million

**EBIT-% 23**

Personnel ~4,600

# WE HAVE A STRONG PLATFORM FOR GROWTH

## LOCAL



FINLAND AND THE  
NORDIC COUNTRIES

## REGIONAL



RUSSIA

## INTERNATIONAL



NORTH AMERICA  
AND CENTRAL EUROPE

# GROWTH IS ENABLED BY AMBITIOUS IMPROVEMENTS IN ALL AREAS

## OUR DIFFERENTIATORS

**SAFEST TIRES FOR ALL  
CONDITIONS**

**CONSUMER-TRUSTED  
PREMIUM BRAND**

**PREFERRED PARTNER  
FOR CUSTOMERS**

**LEADER IN  
SUSTAINABILITY**

**RESPONSIVE AND  
EFFICIENT SUPPLY  
CHAIN**

**HIGH-PERFORMING  
ENGAGED TEAM**

## 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**

**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

## KEY ACHIEVEMENTS 2019

- **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**
- **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

## KEY ACHIEVEMENTS 2019

- **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

## KEY ACHIEVEMENTS 2019

- **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**

# LEADER IN SUSTAINABILITY

## KEY ACHIEVEMENTS 2019

- 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 0 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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