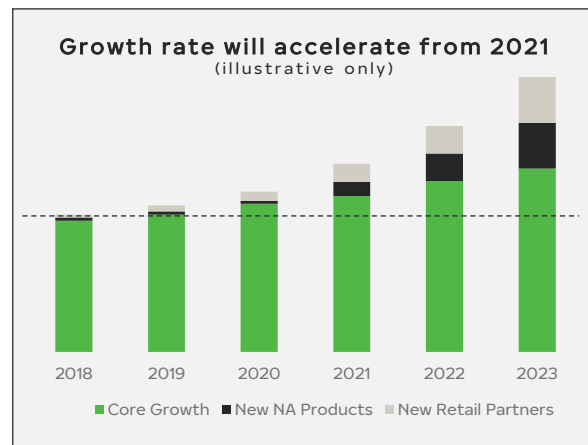




**OUR AMBITION:
DOUBLING OUR SALES IN NORTH AMERICA IN 5 YEARS**

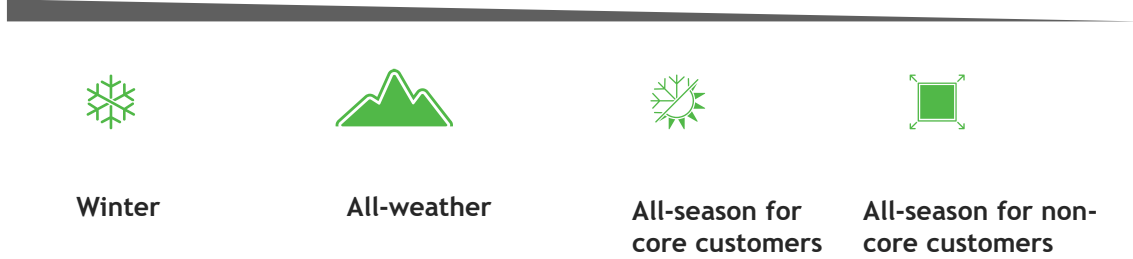
Growth comes from three areas:

- **Core Business:**
Steady growth from current customers and products including Winter and All-Weather products
- **New North American Products:**
New products designed especially for North America will broaden our offering from early 2021
- **New Retail Partners:**
New retail partners/dealers added in 2019 and 2020 will gain traction in 2021



WE ARE AIMING TO GROW WITH EXISTING CUSTOMERS AND SEGMENTS AS WELL AS THROUGH NEW PRODUCTS AND CUSTOMERS

Core value proposition



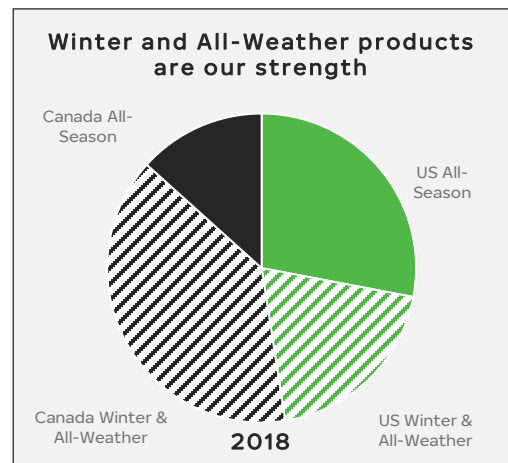
CORE GROWTH – EXPECT STEADY GROWTH FROM EXISTING CUSTOMERS IN CANADA AND US NORTH

Five year plan:

- Continue to grow business in northern areas
 - Nokian Tyres is a **known premium brand** for Winter and All-Weather tires in northern areas (60% of 2018 units)
 - Many **satisfied winter tire consumers trust our brand** and purchase Nokian Tyres All-Season products
 - Selective distribution (limited geographic competition) has resulted in **strong profitability** for dealers who sell Nokian Tyres
 - Nokian Tyres corporate commitment to release **new Winter and All-Weather products** ensures continued growth

2019 progress:

- Two new Winter/ All-Weather products released in 2019
- YTD growth of sell-out share with our northern retail partners



NEW NORTH AMERICAN PRODUCTS – EXPANDING OUR PRODUCT BASKET

Five year plan:

- **Develop and release new non-winter tire models for North America**
 - Add Light Truck and SUV tire models with design elements that compete with other premium North American products
 - Use names that sound “American”
- **Expand available sizes for our current product offerings**
 - Expand size range, especially more large tires

2019 progress:

- Product roadmap completed, several new tire models are in design phase
- First “new” tires for North America coming later this year
- Have added 40 new sizes to existing product lines in 2019

5



NEW RETAIL PARTNERS - EXPANDING OUR SELLING FOOTPRINT

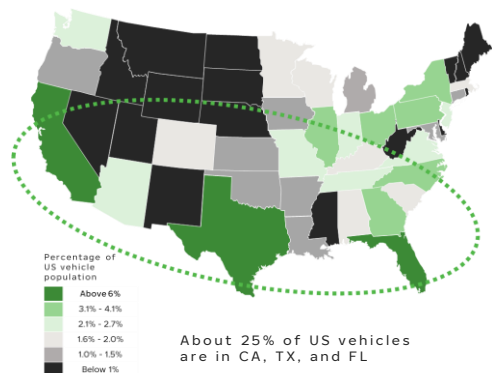
Five year plan:

- **Add retail coverage among top 100 independent retail tire dealers especially in the US South**
 - Focus on dealer profitability
 - Focus on selective distribution
- **Expand our NAD (Nokian Tyres Affiliated Dealer) program**
 - Create more counter-based incentives to drive sell-out
 - Continue to expand our successful seminar educational programs

2019 progress:

- Added 400+ retail locations YTD, most are in US south
- Conducted over 30 seminars with new dealers, training over 1000 new dealer counter sales associates YTD
- Expanded NAD program to two tiers, added benefits for tire dealers

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DAYTON FACTORY SUPPORTS GROWTH - NORTH AMERICAN SPECIFIC PRODUCTS AND SHORTER DELIVERY TIMES FOR OUR CUSTOMERS

Dayton factory brings
many advantages starting
in 2020

"Made in US" is positive in
the North American market

Removing supply
constraints of 120 - 180 day
lead time from our
European factories to
North America

2019 Progress: on-time
and on-budget

First test tire made in July
2019

Currently finalizing
equipment and process
flow, training new
employees, adding and
testing new tire models and
sizes



NORTH AMERICAN UPDATE - KEY TAKEAWAYS

Five year growth comes from:

- Winter and All-Weather products sold by our core, northern retail partners
- New products designed just for North America
- New retail partners selling our products in new territories
- Having a world-class factory close to our customers

2019 progress:

- Key strategic initiatives are on-track
- Dayton factory ramp up is on-time and on-budget

nokian
TYRES