

INPUT

PEOPLE RESOURCES

- **Talents:** About 4,000* highly skilled professionals.
- **Talent enablers:** safe place to work, collaboration and continuous learning, equal opportunities and fair treatment, recognition for good performance and achieving the goals, work-life balance.

NATURAL RESOURCES*: We used a total of 158,979 tons of technical and biological materials.

- Raw material suppliers: over 200.
- Total energy consumption: 433,431 MWh.

PHYSICAL RESOURCES

- Innovation center in Finland.
- Factories:
 - Passenger car tire factories in Finland, US and Romania.
 - Heavy tire and Wheel factories in Finland.
 - Carefully selected manufacturing partners complement own production.
- Test centers: two in Finland, one in Spain.
- Extensive distribution network.
- 170* own service centers (Vianor).

INTANGIBLE RESOURCES

- **Brand heritage:**
 - Over 90 years of experience in vehicle tires as the world's northernmost tire company.
 - Inventor of the winter tire.
 - Preferred partner and established user loyalty.
- **Company culture:** pioneer spirit, global team made for demanding conditions.
- **Values:** We care, drive innovation and succeed together.
- **Product development:**
 - Nearly a century of experience in designing tires for the harshest conditions and leading the way in safety and sustainability innovations.
 - Lean and agile product development enables exceeding the customer needs in fast changing automotive sector.
- **Intellectual property:** trademarks and patents
- **Networks:** established partnerships, research collaborations, industry-wide collaborations, universities, niche talent networks, distribution networks, tire industry organizations.

FINANCIAL RESOURCES (2025)

- Equity EUR 1,164.2 million.
- Interest-bearing net debt EUR 664.0 million.
- Capital expenditure EUR 126.9 million.
- R&D spend 1.9% of net sales.

COMPANY & STRATEGY

Nokian Tyres' purpose is to make the world safer by reinventing tires, and how they are made, over and over again - a safer place to drive, work and live now and for generations to come. Inspired by our northern heritage, we develop and manufacture premium tires for passenger cars, trucks and heavy machinery with sustainability at the heart of all our operations. Our Vianor chain provides tire and car services. Together we lead the journey to smarter driving for people and for businesses.

- **Stock listing:** Nasdaq Helsinki.
- **History:** Established in 1898, started vehicle tire production in 1932.

MARKET POSITION

Nokian Tyres is the market leader in premium car tires in the Nordic countries and is pursuing significant growth in North America and in Central Europe.

KEY MARKETS

- Nordic Countries, North America, Central Europe.
- Products sold in 47* countries.

TARGET MARKET

- **Passenger car tires:** Replacement tires for cars, SUVs, and pick-up trucks: 630 million tires.
- **Heavy tires:** Market worth USD 32 billion.

FINANCIAL TARGETS

- Net sales EUR 1.8-2.0 billion.
- Segments EBITDA >24%.
- Segments operating profit >15%.
- Net debt/Segments EBITDA <2.

NON-FINANCIAL TARGETS

- Increase the share of recycled and renewable raw materials in tires to 50% by 2030.
- Reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from 2022 base year.
- Achieve net-zero greenhouse gas emission level by 2050 in line with the Net-Zero Standard of the Science Based Targets initiative.
- Decrease accident frequency (LTIF) from 8.3 (2018) to 1.5 by 2025.
- Audit 100% of significant high-risk suppliers by 2025.
- Develop personnel well-being.

OUTCOMES

PIONEERING INNOVATIONS, PREMIUM TIRES AND SERVICES

- **Tailor-developed performance:** Unique top-tier products for different markets and conditions.
- **Market leader in premium car tires in the Nordic countries**
- **Leader in winter tires:**
 - Consistently top-ranked in independent tests in the Nordics.
 - Praised by North American consumer reports.
 - Pioneer in winter tires for electric cars.
- **Leader in all-weather and light truck tires:** Unique segments in North America.
- **Leading manufacturers of special heavy tires** for segments such as forest and agricultural machinery.
 - Long-term partner of leading forestry machine manufacturers.
- **Prepared for mobility transformation:**
 - Full product portfolio compatible with electric vehicles.
 - Nokian Tyres Intuitu smart tires for monitoring tire condition.
- **Professional tire purchase and car maintenance experience by Vianor**

ZERO TO LOW EMISSIONS; REPLACING FOSSIL RAW MATERIALS

- **Lowest CO2 emissions in the industry:**
 - World's first zero-CO2-emissions (Scope 1 & 2) tire factory in Romania.
 - CO2 emissions intensity from tire production is very low: 114 kg CO2e / product ton.
 - First tire company to have its climate targets validated by the Science Based Targets initiative.
 - The Romania factory is the world's first LEED v4 Gold certified tire factory.
 - The US factory is LEED v4 Silver certified.
- **Ambitious raw material targets:**
 - 50% renewable or recycled raw materials by 2030.
- **Breakthrough R&D in renewable materials:**
 - First to engineer wood-based lignin for tire application with the potential of replacing fossil fillers with a 100% renewable alternative.

BRAND AND SHAREHOLDER VALUE

- **Brand power:** Strong in the premium tire segment in core markets and in special segments.
 - Leading brand for Nordic winter tires.
- **Innovation pipeline:** Continuously renewing and improving product portfolio.
- **Shareholders:**
 - Nokian Tyres is investing in profitable growth and is committed to delivering sustainable long-term shareholder value.
 - Nokian Tyres' dividend policy is to pay a dividend of at least 50% of net earnings. Nokian Tyres has a strong track record of delivering sustainable dividends.

IMPACTS

Nokian Tyres creates value to its stakeholders through innovative tire solutions, sustainable practices, and a strong focus on safety and performance. Nokian Tyres aim to provide high-quality products that enhance driving experience and in which environmental impacts has been considered from raw materials to end of life. Nokian Tyres operations have direct and indirect impacts on many different stakeholders and communities.

CONSUMER AND CUSTOMER SAFETY AND PEACE OF MIND

- Safe driving in all conditions: on the road and off the road.
- Tires' continuously advancing safety properties remain high throughout their service life.

EMPLOYEE SAFETY AND DEVELOPMENT

- Workplace safety and well-being including physical and psychological safety.
- Workplace satisfaction measured by Drive Engagement survey (score 64 in 2025).
- Inclusive culture: fostering an environment where all employees feel valued and included.
- Career development and work-life balance: enhancing professional growth. Recognition and rewards for contributions.
- Financial and job security.

SUSTAINABLE SAFETY

- Targeting net-zero production emissions and circularity of raw materials.
- Sustainable tire lifecycle: continuously decreasing the environmental impact of tires.
- Accelerating tire industry change: pioneering innovations and ambitious goals drive wider industry change by raising the industry's standards.
- 90% of Nokian Tyres® branded tires have low rolling resistance, reducing fuel and energy consumption.
- Significant reduction of CO2 emissions intensity: 84% decrease in Scope 1 and 2 emissions from tire production per ton of tires produced compared to 2015.
- 80.5% of energy used in tire factories was renewable in 2025.
- No waste to landfill from tire production after 2021.
- High recycling rates: 94% recycling rate for sold passenger car tires in 2025.
- Ethical and sustainable sourcing practices.

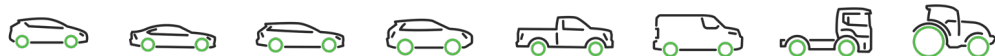
FINANCIAL SAFETY (2025)

- EUR 275.3 million in personnel wages, salaries, and other employment expenses.
- EUR -0.9 million in taxes.
- EUR 34 million in dividends.
- Supplier purchases to a total of over 3,700 suppliers.

SOIETAL SAFETY AND VITALITY

- **Continuity:** forward-looking innovations ensure business continuity amidst global megatrends.
- **Regional vitality:** manufacturing operations support regional vitality.
- **Safer mobility, safer communities:** each tire generation is safer and more sustainable.
- **Sustaining road condition:** leading studded tire technology reduces road wear below stringent regulations.
- **Accelerating multi-industry success:** fostering new business and growth opportunities across various industries.

*Year-end 2025



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