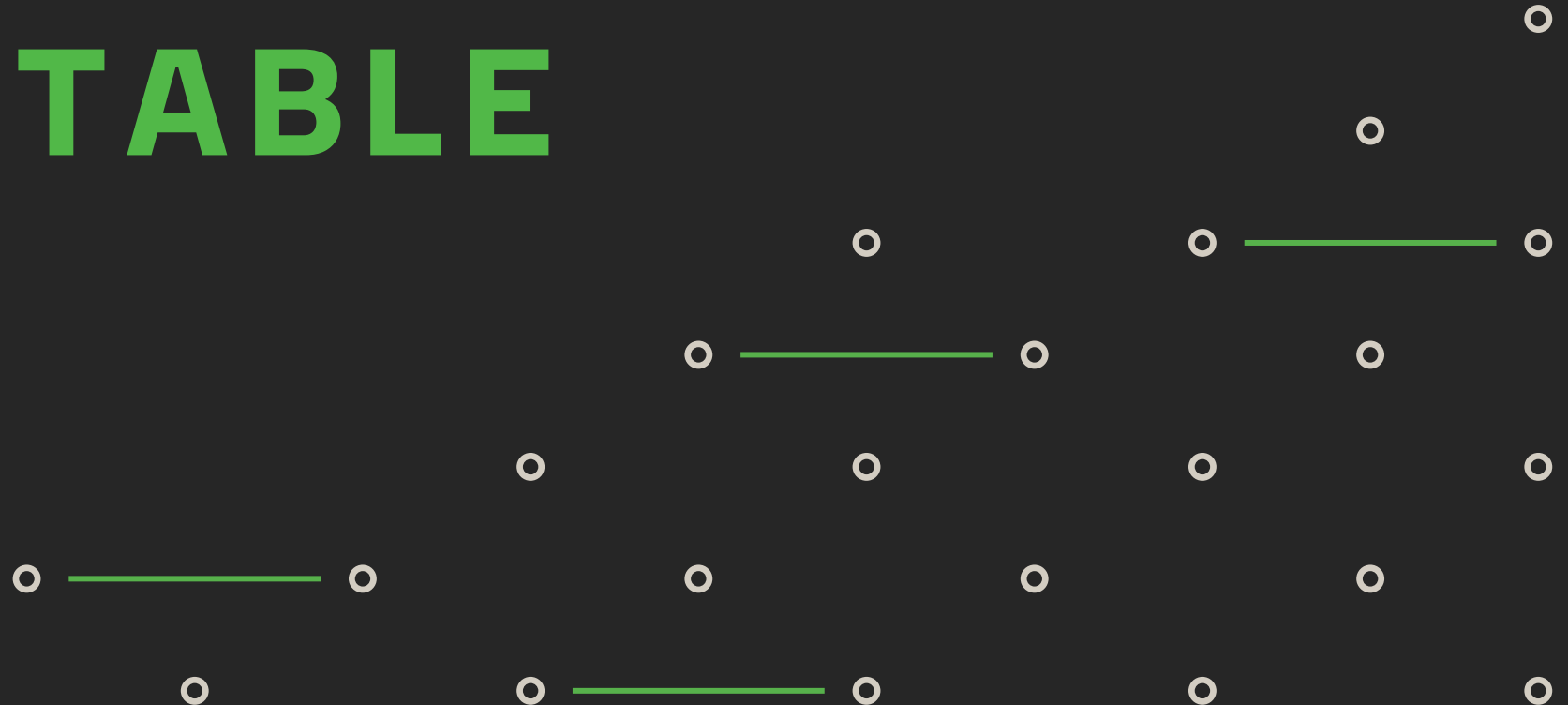


MAKING THE UNPREDICTABLE PREDICTABLE

PAOLO POMPEI
PRESIDENT & CEO

CAPITAL MARKETS DAY
FEBRUARY 11, 2026



An aerial photograph of a two-lane bridge spanning a wide river. A single white car is driving on the bridge. The surrounding landscape is rugged and mountainous, with some snow or light-colored rock visible on the peaks. The text is overlaid on the lower half of the image.

WITH THE LONGEST EXPERIENCE FROM EXTREME CONDITIONS

SAFE DRIVING IS OUR TOP PRIORITY

**WE MAKE THE UNPREDICTABLE PREDICTABLE
IN ANY WEATHER CONDITION**



128 YEARS OF HISTORY

KEY MESSAGES

✓
SUSTAINED
EXPOSURE TO
PREMIUM NICHES
WITH PRICING
POWER

✓
ROBUST PRODUCT
PIPELINE
SUPPORTING
FUTURE GROWTH
AND POSITIONING

✓
PROFITABILITY
IMPROVEMENT
DRIVEN BY
INTERNAL
OPERATIONAL
ENHANCEMENTS

✓
NEW AND
EFFICIENT
SCALABLE
MANUFACTURING
PLATFORM

✓
EBITDA BACK TO
PRE-CRISIS
LEVEL WHILE
IMPROVING FREE
CASH FLOW AND
DIVIDENDS

NOKIAN TYRES IN A NUTSHELL

~4,000
PROFESSIONALS

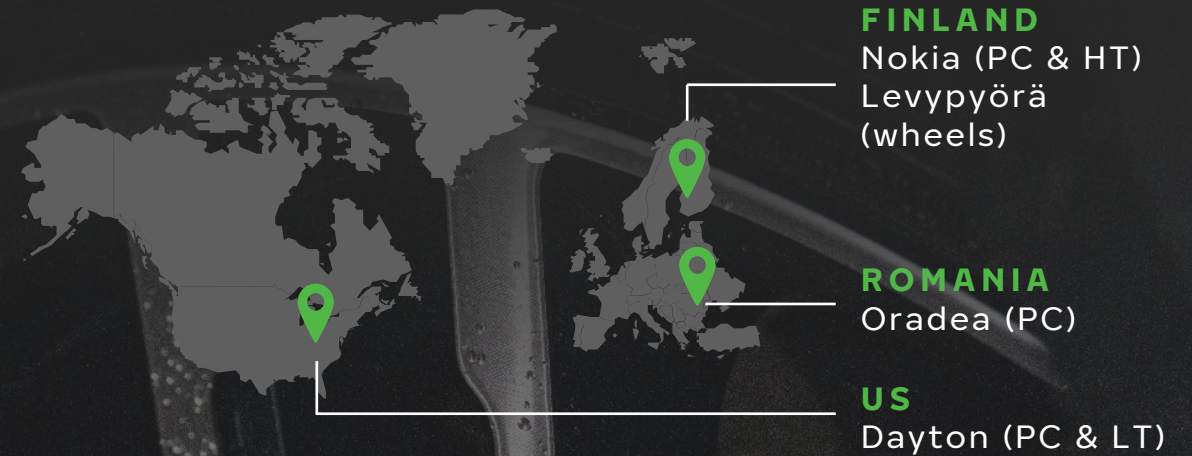
4
FACTORIES

519
VIANOR SERVICE
CENTERS

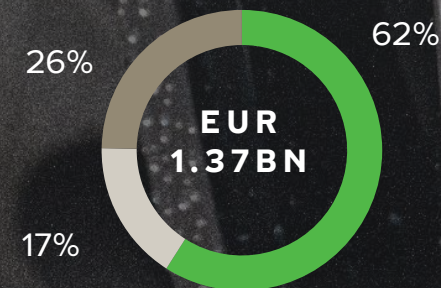
PRODUCTS SOLD IN
47
COUNTRIES

R&D TIRE BUSINESS¹
>3%
OF NET SALES

INDUSTRY-LEADING
-79%
CUT IN CO₂
FACTORY EMISSIONS
(2015-2024)

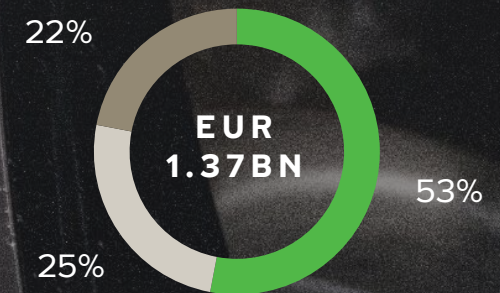


NET SALES BY
BUSINESS UNIT²



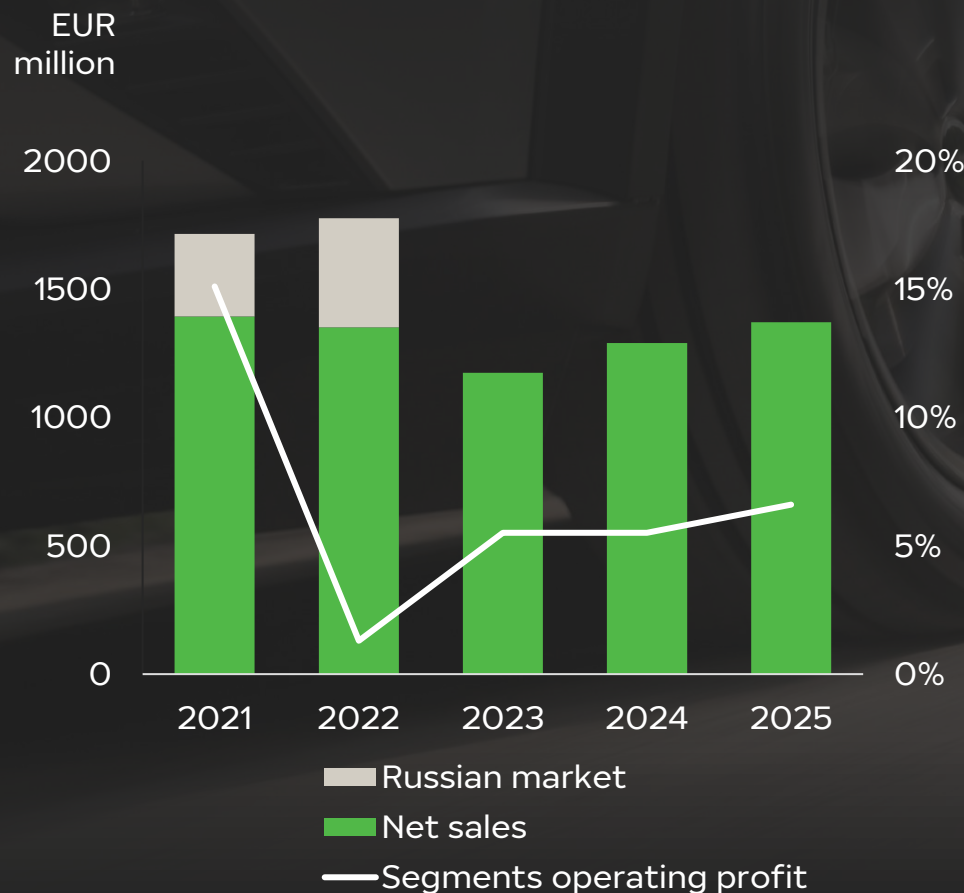
■ Passenger Car Tyres
■ Heavy Tyres
■ Vianor

NET SALES BY
GEOGRAPHICAL AREA



■ Nordics
■ Other Europe
■ Americas

FAST SALES RECOVERY AFTER THE EXIT FROM RUSSIA



NET SALES 2021¹



NET SALES 2025



■ Nordics ■ Other Europe ■ Americas

IN 2025 WE FOCUSED ON IMPROVING OUR MARGINS AND CASH FLOW

PROFITABILITY

Segments operating profit

+28%

Operating profit

35.8M

(1.8)

KEY LEVER:

Price/mix

+58.5M

CASH GENERATION

Change in cash flows

~200M

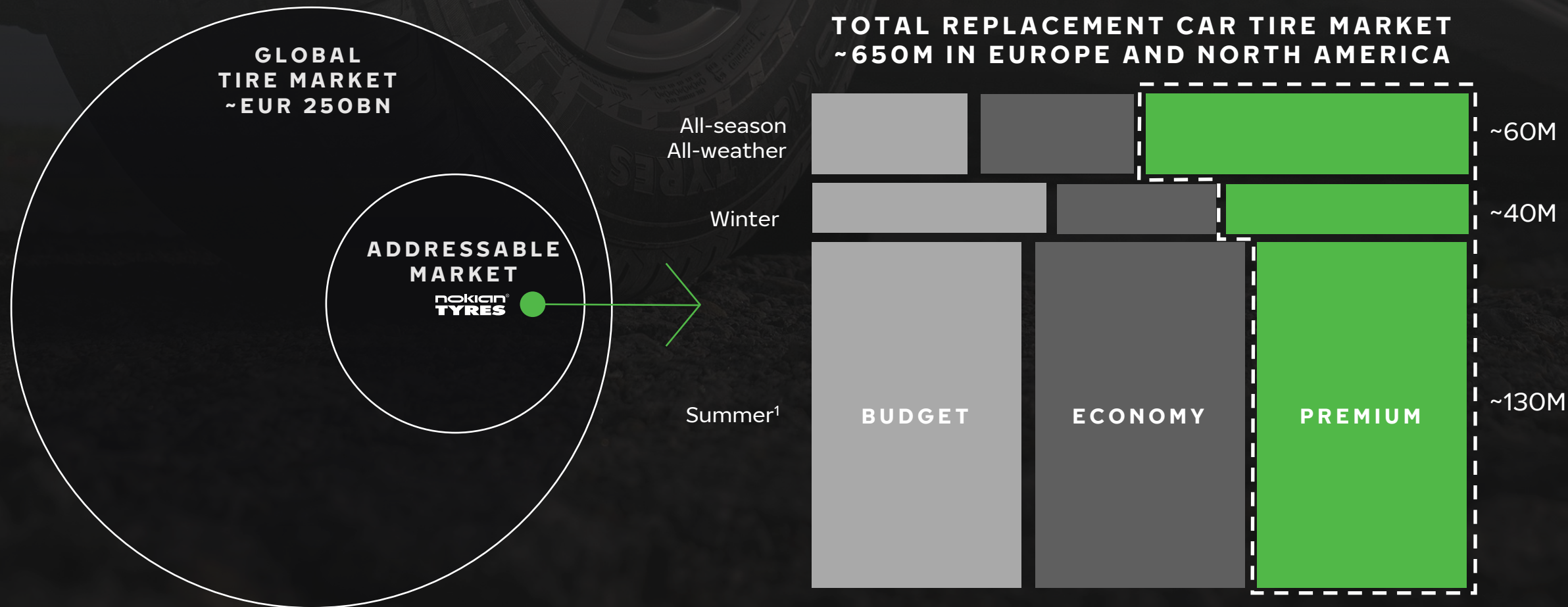
KEY LEVERS:

Reduced capex and improved
working capital management

An aerial photograph of a winter landscape at sunset. The sun is low on the horizon, casting a warm orange glow over the scene. In the foreground, there is a large, irregularly shaped frozen body of water. To the right, a road or railway line curves through a dense forest of trees with some autumn-colored foliage. The sky is filled with wispy clouds, and a single contrail from an aircraft is visible in the upper right. The overall mood is serene and expansive.

OUR OPERATING LANDSCAPE

NOKIAN TYRES IS A NICHE PLAYER FOCUSING ON HIGH-VALUE SEGMENTS



WE ARE POSITIONED TO SUCCEED IN A CHANGING OPERATING ENVIRONMENT

TECHNOLOGY & INDUSTRY EVOLUTION

Electrification

Digitalization
and AI

Supply chain
efficiency

VEHICLE MARKET

Growing
replacement
market

Growing
SUV & CUV

Leasing & sharing
models

SUSTAINABILITY

Regulatory
requirements

Circular
materials

Energy
transition

PEOPLE

Talent
management
& retention

Higher consumer
knowledge

Social media
influence

GEOPOLITICS

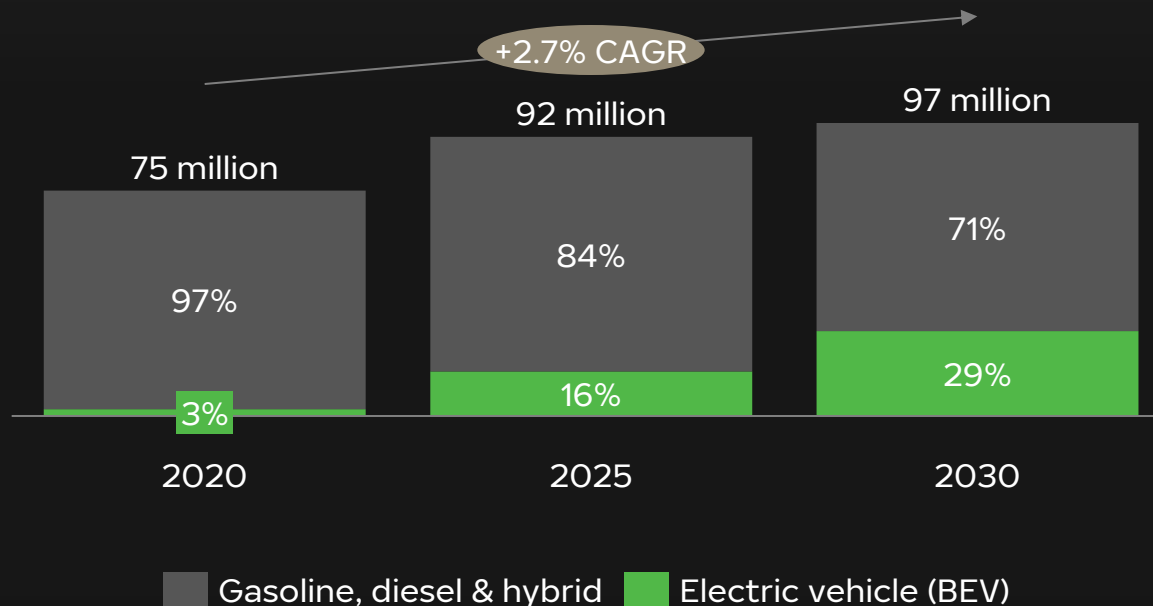
Global conflicts

Trade barriers

Regulatory
uncertainty

ELECTRIFICATION SUPPORTS PREMIUM MIX

TOTAL GLOBAL NEW CAR SALES, UNITS



BY 2030,
WE WILL SEE...



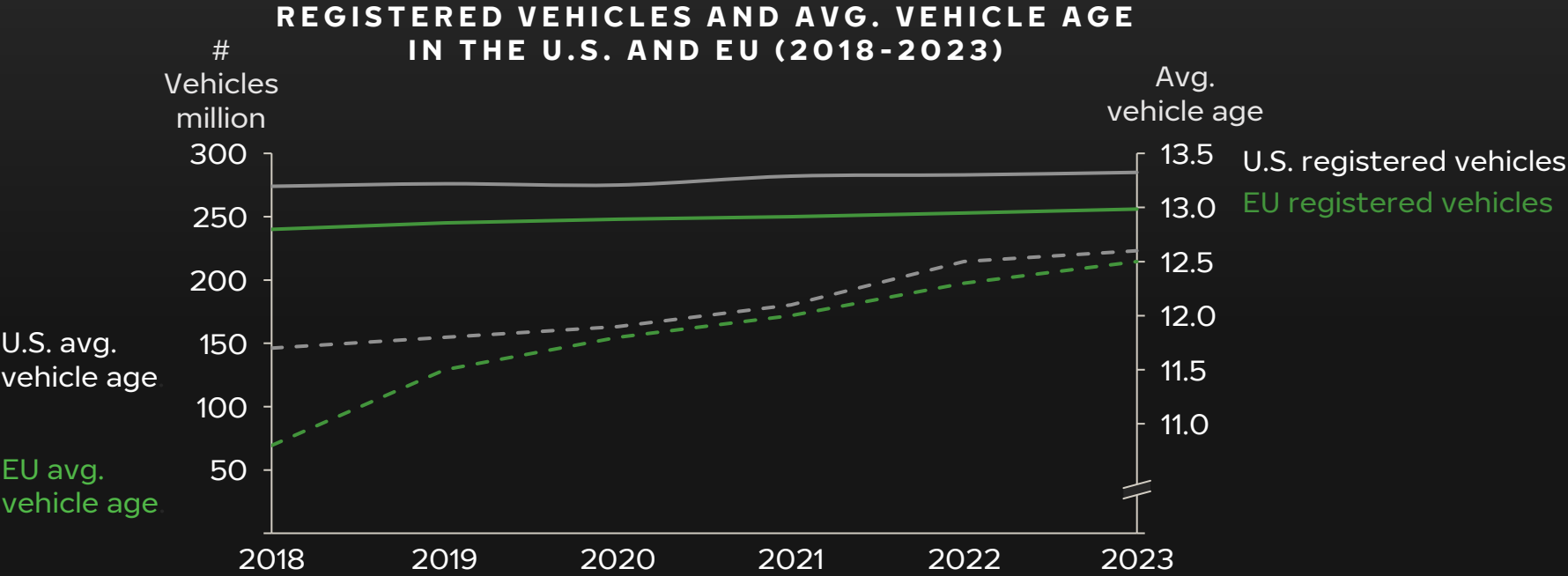
~30% BEV
SHARE OF NEW CAR
SALES, BECOMING
THE DOMINANT
POWERTRAIN GLOBALLY



**OPPORTUNITY TO
IMPROVE OUR
PRODUCT MIX**
AS GROWING BEV ADOPTION
ACCELERATES THE SHIFT TO
LARGER RIM SIZES AND
PREMIUM SPECIFICATIONS

AGING VEHICLES AND LARGER CARS DRIVE TIRE DEMAND

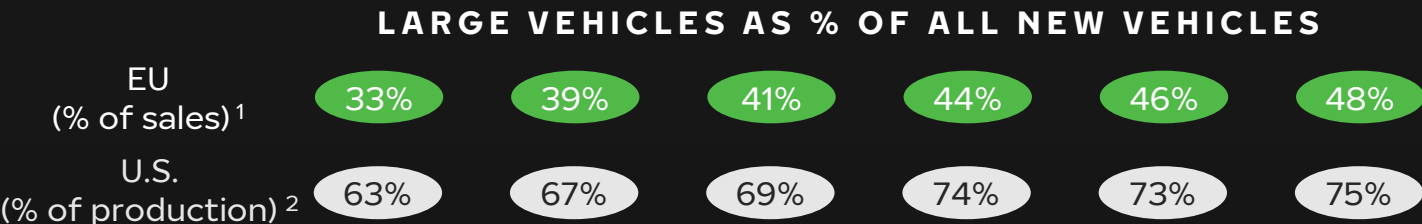
BY 2030,
WE WILL SEE...



**HIGHER DEMAND IN
REPLACEMENT TIRE
MARKET**
DUE TO AN INCREASING
AND AGING VEHICLE PARC

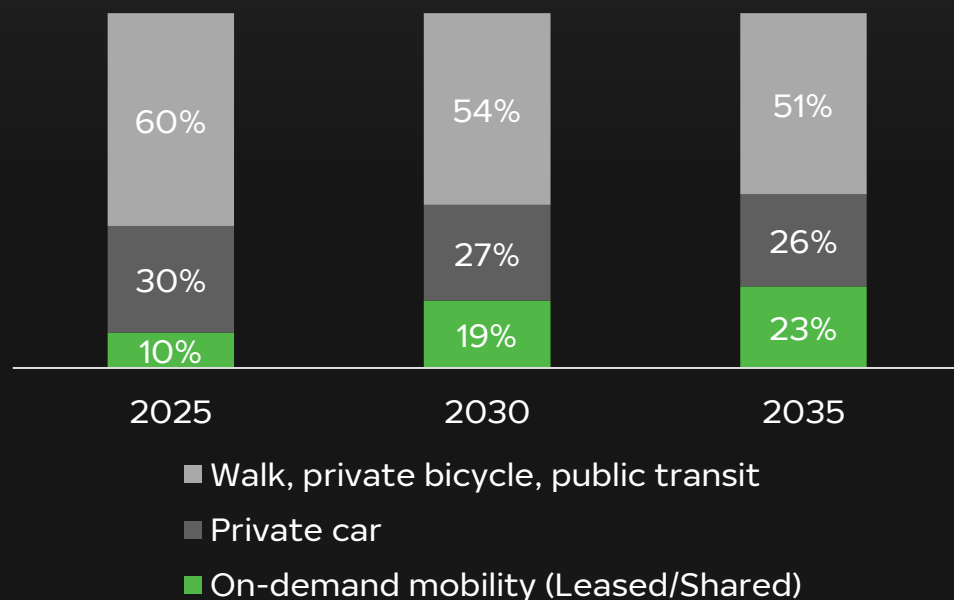


**RISE SHARE OF
HEAVIER VEHICLES**
DRIVES DEMAND FOR HIGH-
VALUE, LARGER TIRES



1) Including SUVs, 2) Including SUVs, truck SUVs, minivans, and pickups
Sources: Eurostat: Passenger cars by age 2013-2024 -dataset, ACEA: Vehicles in use Europe reports 2018-2023, U.S. Department of Transportation: Highway Statistics 2023, U.S. Bureau of Transportation Statistics: Average Age of Automobiles and Trucks in Operations in the United States -dataset

MOBILITY TRENDS BOOST HIGH-VALUE GROWTH



GROWING USE OF LEASED AND SHARED MOBILITY (E.G., ROBOTAXIS) WILL INCREASE DEMAND FOR DURABLE, SAFETY-PROVEN TIRES

BY 2030,
WE WILL SEE...



HIGHER SHARE
OF MOBILITY ON PRIVATE CARS AND ON-DEMAND PLATFORMS MEANS MORE FREQUENT TIRE REPLACEMENT



OPPORTUNITY TO PROMOTE TOTAL VALUE OF OWNERSHIP
AS DEMAND FOR SAFE AND LONG-LASTING TIRES INCREASES

TIRE INDUSTRY IS INCREASINGLY PRIORITIZING **SUSTAINABILITY**



CLIMATE ACTION

The tire industry aims to reduce greenhouse gas emissions across value chains, with most premium manufacturers targeting net zero by 2050.



SUSTAINABLE MATERIAL USE

Most premium manufacturers are increasing the share of renewable, recycled, and responsibly sourced materials in tires to as much as 50%.



SUPPLY CHAIN RESPONSIBILITY

Commitments to ethical labor, human rights, and deforestation-free sourcing across supply chains

BY 2030,
WE WILL SEE...



SUSTAINABILITY

INCREASINGLY
INFLUENCING MATERIALS,
MANUFACTURING, AND
MARKET EXPECTATIONS



OPPORTUNITY

TO DIFFERENTIATE WITH
INNOVATIVE RAW
MATERIAL SOLUTIONS

MARKET TRENDS ARE SUPPORTING OUR STRATEGIC JOURNEY



**EXPANDING
REPLACEMENT
MARKET**



**GROWING
PREMIUM DEMAND IN
SELECTED SEGMENTS**



**SHIFT TO
HIGH-VALUE
TIRES**

A car is driving on a snowy mountain road, kicking up a cloud of snow. The road is flanked by steep, snow-covered mountains. The sky is filled with large, white clouds, and the sun is shining brightly from behind them, creating a high-contrast, dramatic effect. The overall scene conveys a sense of adventure and resilience.

OUR STRATEGIC JOURNEY

WE MOVE FROM THE UNPREDICTABLE TO **GREATER PREDICTABILITY**

2022-2025

**BUILDING THE
NEW NOKIAN TYRES
PLATFORM**

2026-2029

**SUSTAINABLE
VALUE-DRIVEN
GROWTH**

LOWER RISK PROFILE - GREATER FLEXIBILITY – HIGHER ADDED VALUE

WE ARE **REFOCUSING OUR POSITION** TO WIN WHERE IT MATTERS

PASSENGER CAR TYRES¹

**LEADING
POSITION**

IN WINTER

**ABOVE-MARKET
GROWTH**

**IN ALL-SEASON
AND ALL-WEATHER**

HEAVY TYRES¹

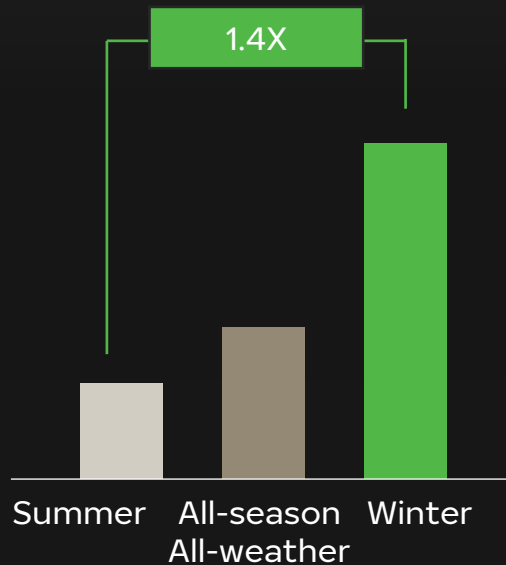
**ABOVE-MARKET
GROWTH**

**IN AGRICULTURE
AND FORESTRY**

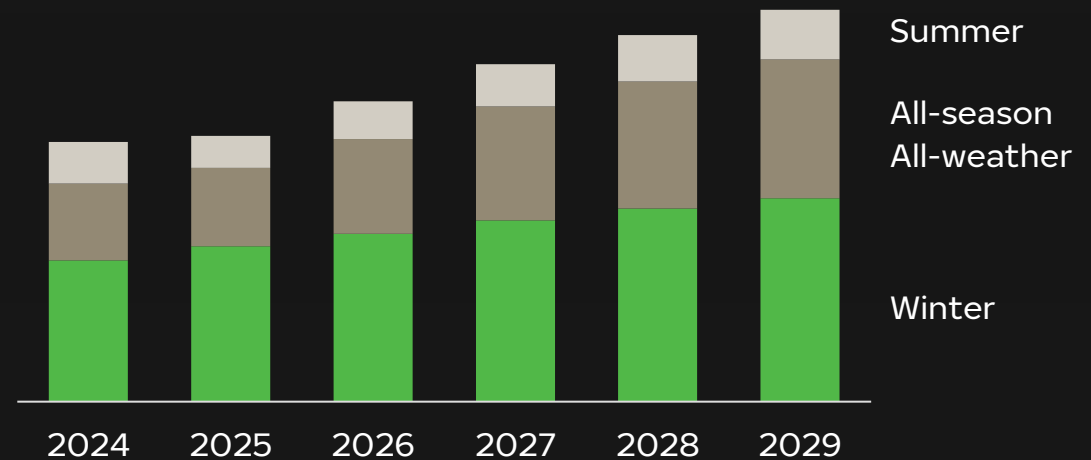
**VIANOR EUROPE, B2C AND B2B CHANNELS AS
KEY ENABLERS**

WINNING IN WINTER, STRENGTHENING IN ALL-SEASON

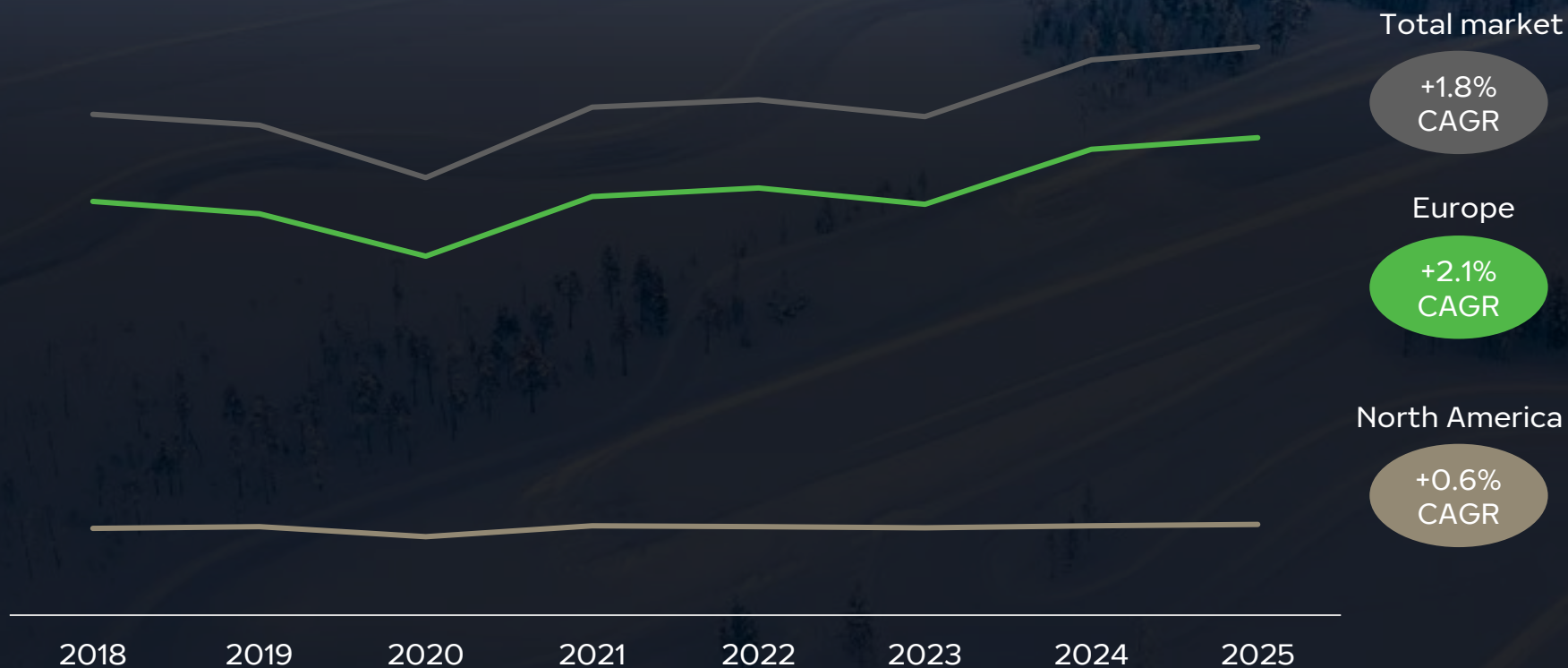
PASSENGER CAR TYRES
2025 NET ASP BY CATEGORY



PASSENGER CAR TYRES
VOLUME MIX DEVELOPMENT



SUPPORTED BY CONTINUOUSLY GROWING WINTER TIRE BUSINESS...



EXTREME WEATHER

RATHER THAN JUST Milder WINTERS, CLIMATE CHANGE BRINGS MORE EXTREME, UNPREDICTABLE WEATHER SHIFTS.

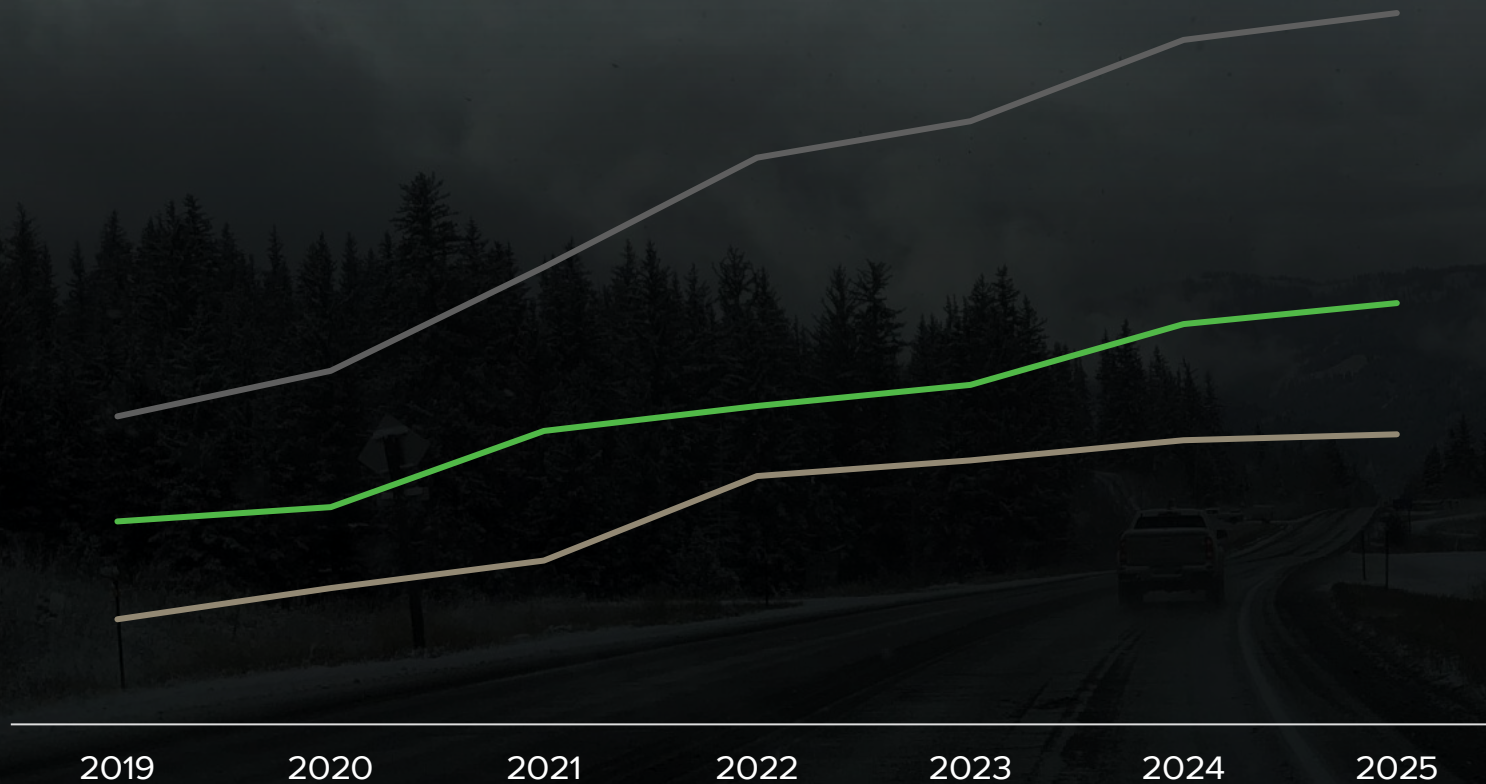
REGULATION

COUNTRIES' REGULATIONS ARE SUPPORTING USE OF WINTER, ALL-SEASON AND ALL-WEATHER TIRES.

INNOVATION

EXTREME, UNPREDICTABLE WINTERS REQUIRE STRONG EXPERTISE AND RIGOROUS TESTING.

AND EVEN FASTER GROWTH IN ALL-SEASON AND ALL-WEATHER SEGMENT



Total market

+14.7%
CAGR

Europe

+13.0%
CAGR¹

North America

+18.4%
CAGR¹

CONVENIENCE

CONSUMERS INCREASINGLY PREFER A SINGLE TIRE THAT OFFERS SAFE, ADEQUATE PERFORMANCE ACROSS MULTIPLE SEASONS.

REGULATION

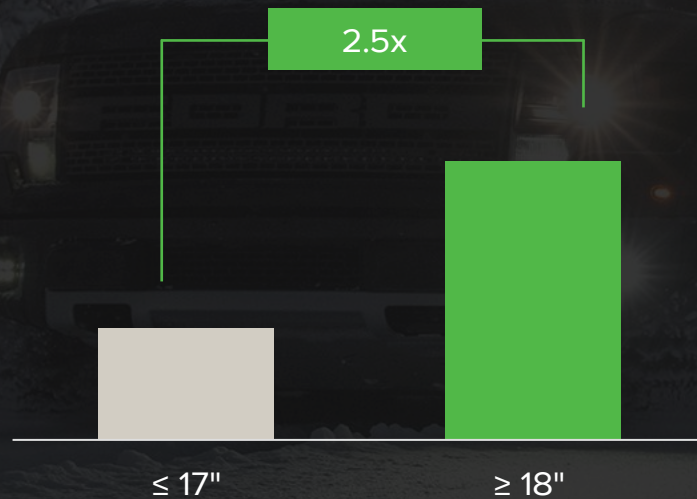
COUNTRIES' REGULATIONS ARE SUPPORTING USE OF WINTER, ALL-SEASON AND ALL-WEATHER TIRES.

INNOVATION

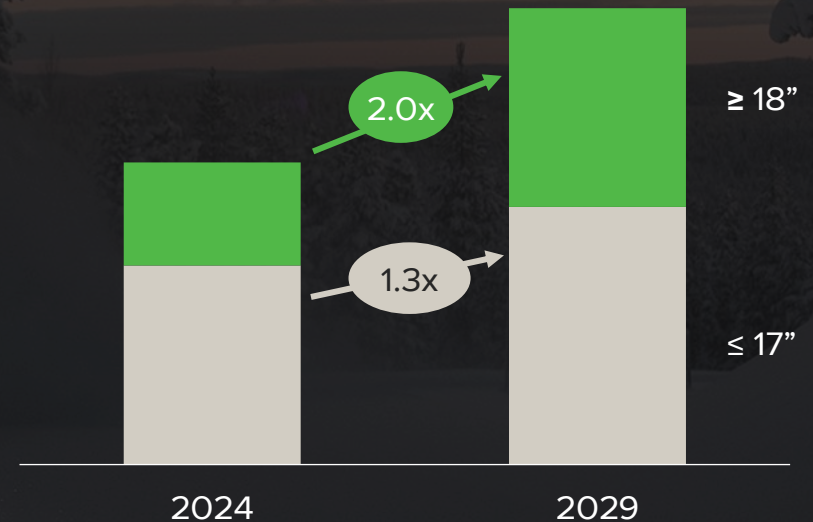
EXTREME, UNPREDICTABLE WEATHER CONDITIONS REQUIRE STRONG EXPERTISE AND RIGOROUS TESTING.

EXPANDING IN LARGER, HIGH-VALUE RIM SIZES

PASSENGER CAR TYRES:
GROSS MARGIN BY RIM SIZE

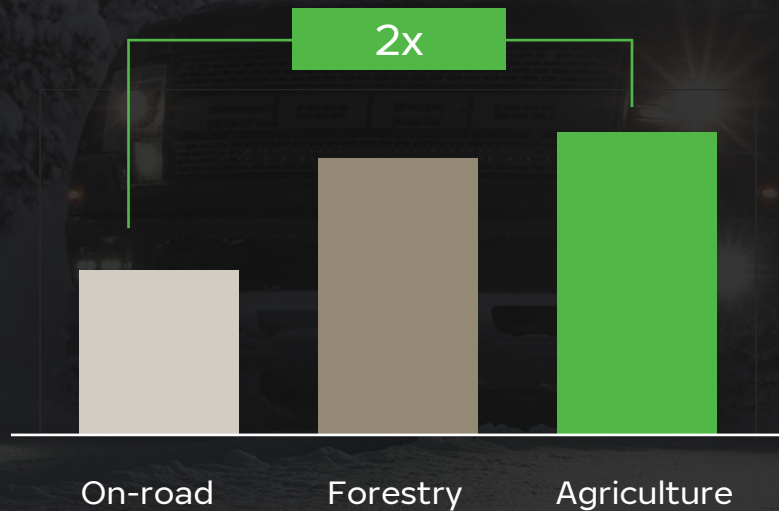


PASSENGER CAR TYRES:
RIM SIZE VOLUME DEVELOPMENT

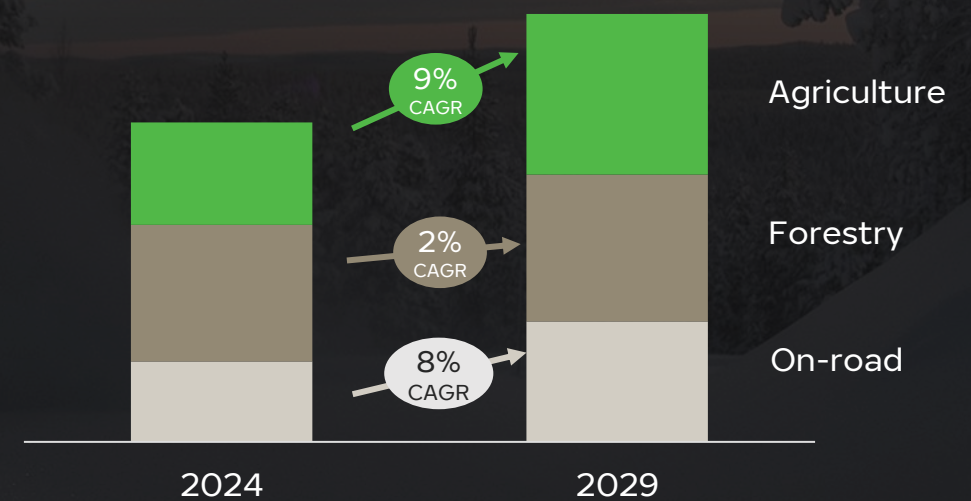


PRIORITIZING THE MOST ATTRACTIVE NICHE IN HEAVY TYRES

HEAVY TYRES
GROSS MARGIN BY CATEGORY

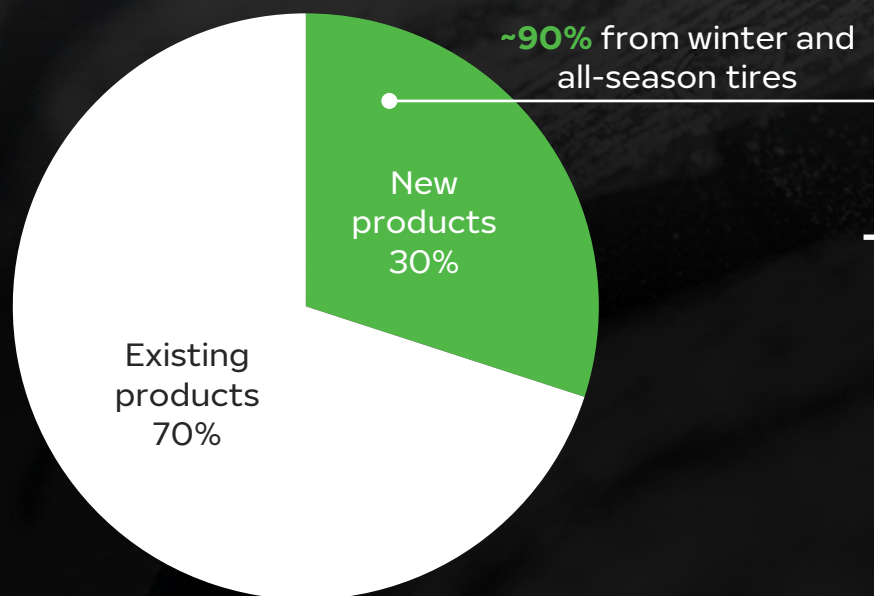


HEAVY TYRES
NET SALES GROWTH BY CATEGORY

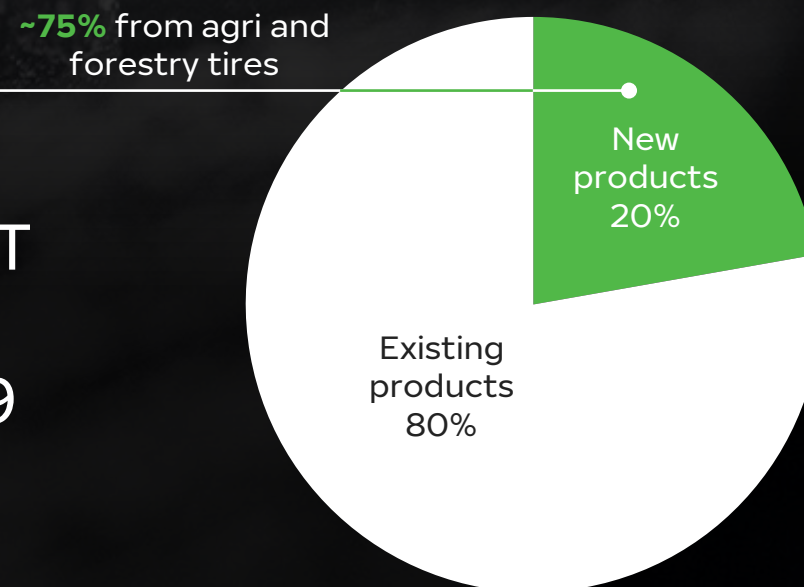


NEW PRODUCTS WILL DRIVE A SIGNIFICANT SHARE OF NET SALES GROWTH

PASSENGER CAR TYRES



HEAVY TYRES



TOTAL IMPACT
EUR 1.5 BN
IN 2026-2029

INDEPENDENT TESTS CONFIRMING OUR PREMIUM PERFORMANCE

NOKIAN TYRES HAKKAPELIITTA 10 WINTER TIRES

Tuulilasi

TM
TEKNIKAN MAAILMA

ViBilägare

AFTONBLADET

Dagbladet

motor norway



NOKIAN TYRES SEASONPROOF 2 ALL-SEASON TIRES

WhatTyre

Motor

WYBÓR
KIERÓWCÓW

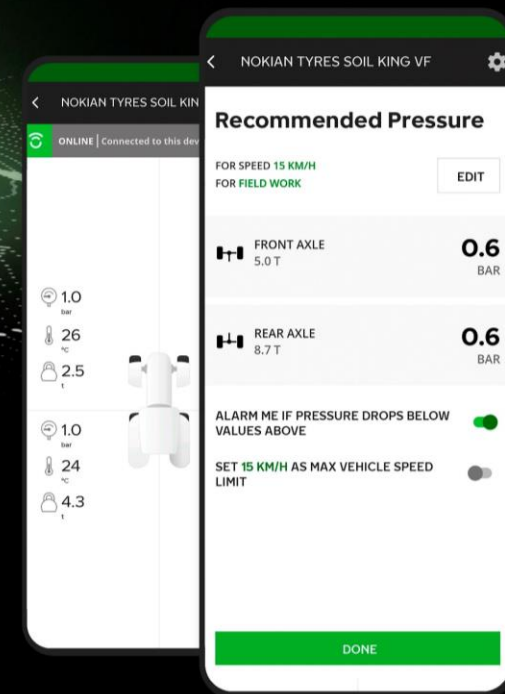
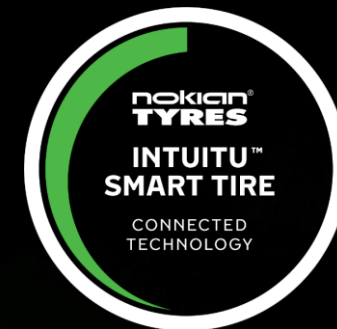
tyrereviews



nokian
TYRES

WE CONTINUE TO DEVELOP VALUE-ADDED SOLUTIONS

AWARD-WINNING SMART TIRE TECHNOLOGY
FOR AGRICULTURAL TIRES



A NEW DISRUPTIVE TECHNOLOGY

...IS ABOUT TO
BE INTRODUCED
TO THE MARKET.



COMING SOON
IVALO WHITE HELL ON MARCH 2, 2026

**WE WILL INVEST SIGNIFICANTLY IN OUR
BRAND TO SUPPORT FUTURE DEMAND**



VIANOR WILL STRENGTHEN CUSTOMER PROXIMITY AND BRAND VALUE

A KEY SALES AND SERVICE CHANNEL FOR CAR AND HEAVY TIRES IN EUROPE

- Deepens relationships with consumers, leasing and fleet customers
- Supports high market share and brand strength in core regions
- Effective tool for premium positioning

NORDICS 328 CENTERS

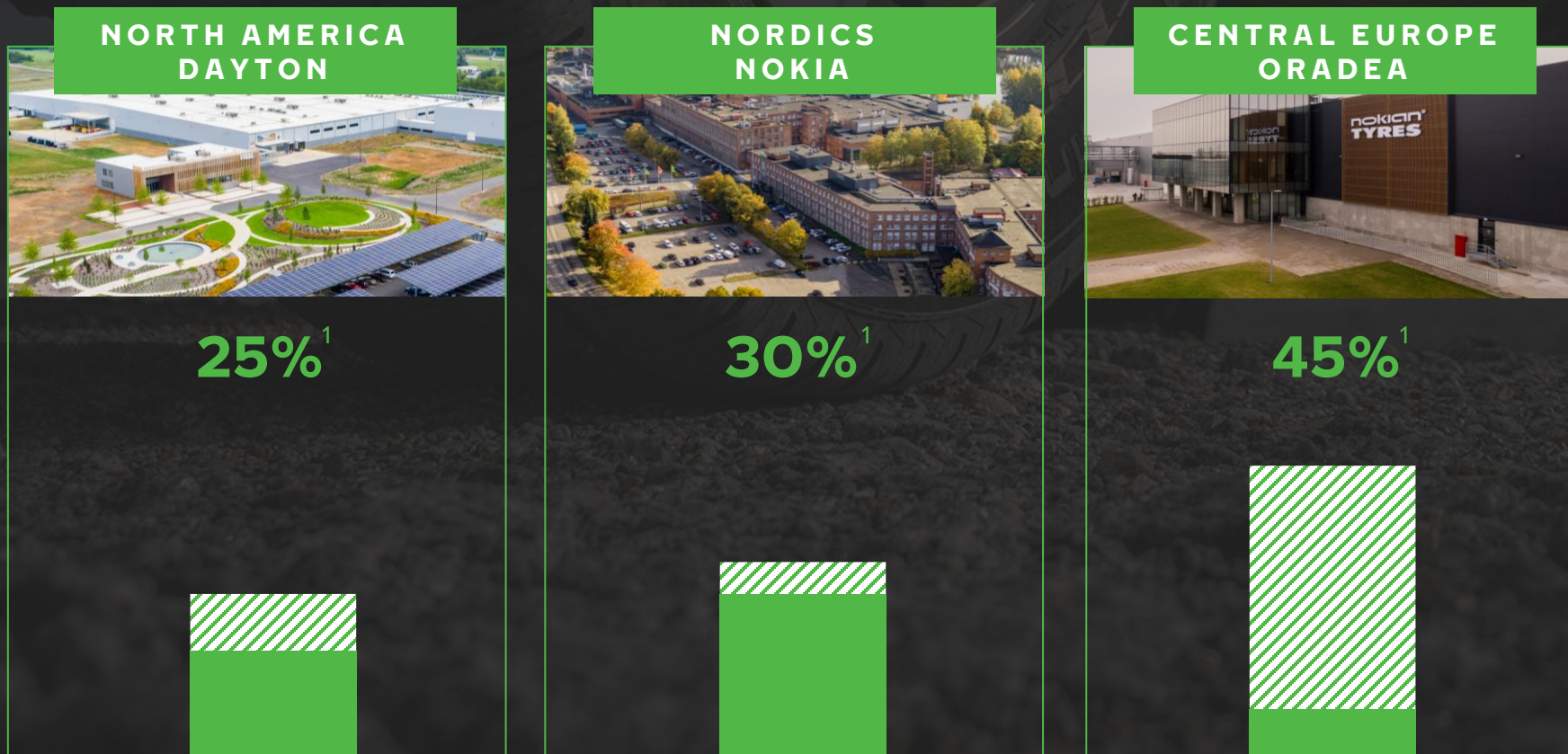
The largest tire and car service chain in the Nordics, incl. own and partner-led centers

OTHER EUROPE 191 CENTERS

Partner-led centers in Czech Rep., Romania, Slovakia and Ukraine

POTENTIAL FUTURE EXPANSION VIA NEW PARTNERSHIPS
OR BOLT-ON ACQUISITION IN KEY EUROPEAN MARKETS

A BALANCED MANUFACTURING PLATFORM WILL ENABLE A LOCAL-TO-LOCAL BUSINESS MODEL



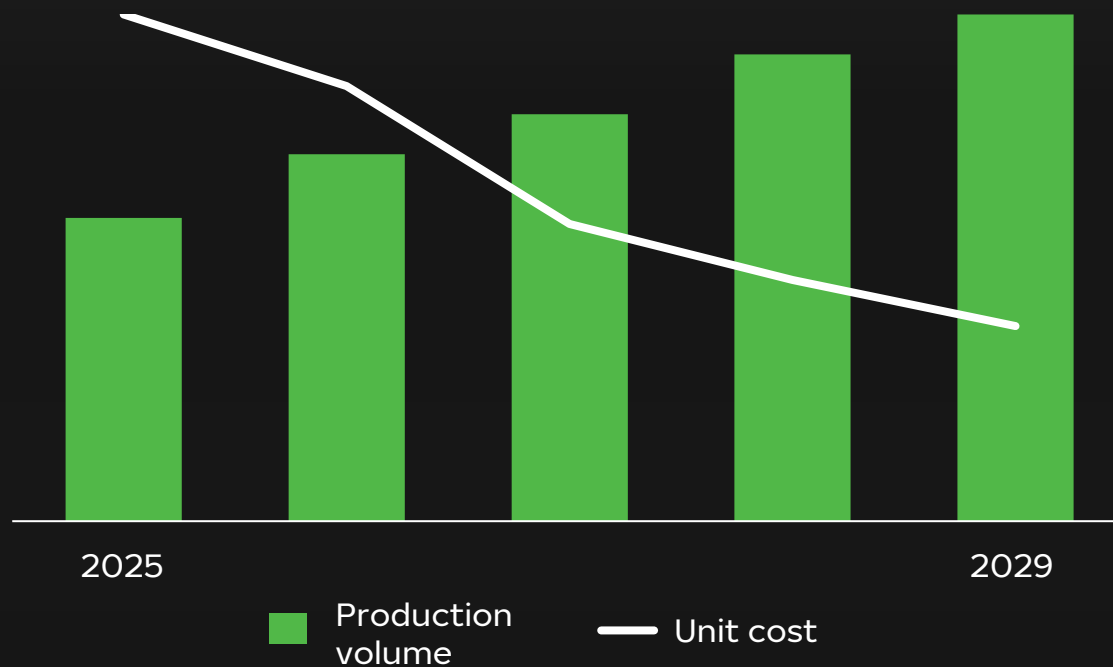
■ Mid-term capacity² ■ Capacity utilization in 2025

ADVANTAGES

- LOWER DUTIES AND GEOPOLITICAL UNCERTAINTY
- REDUCED RISKS AND SUPPLY CHAIN DISRUPTIONS
- REDUCED EXPOSURE TO CURRENCY FLUCTUATIONS
- LOWER ENVIRONMENTAL IMPACT

HIGHER SATURATION WILL IMPROVE EFFICIENCY AND **REDUCE UNIT COSTS**

SCALING VOLUMES DRIVES
LOWER UNIT COSTS



ONGOING ACTIONS

- > INCREASED CAPACITY UTILIZATION
- > IMPROVED PRODUCTIVITY ACROSS SITES
- > REDUCED WASTE



UPDATED FINANCIAL TARGETS

WE HAVE UPDATED OUR FINANCIAL TARGETS

TARGETS BY THE END OF 2029



NET SALES



NET SALES EUR 1.8-2.0 BILLION



PROFITABILITY



SEGMENTS EBITDA >24%
SEGMENTS OPERATING PROFIT >15%



CAPITAL STRUCTURE



NET DEBT/SEGMENTS EBITDA <2

Dividend policy unchanged: Nokian Tyres' target is to pay a dividend of at least 50% of its net earnings

ONGOING INITIATIVES WILL STRENGTHEN OUR POSITION AND IMPROVE EFFICIENCY



COMMERCIAL

- IMPROVING POSITION IN PCT CENTRAL EUROPE AND NORTH AMERICA
- STRENGTHENING PARTNERSHIPS
- CONSISTENT PRICE REALIZATION

EUR 100-120 million



OPERATIONS

- REDUCING FIXED COSTS THROUGH SCALING
- IMPROVING EFFICIENCY ACROSS SITES
- ENHANCING SUPPLY CHAIN EFFICIENCY

EUR 40-50 million



TIRE DESIGN & RAW MATERIALS

- OPTIMIZING RAW MATERIAL SOURCING AND USE
- OPTIMIZING PRODUCT DESIGNS FOR THE SUSTAINABLE USE OF RAW MATERIALS

EUR 50-60 million

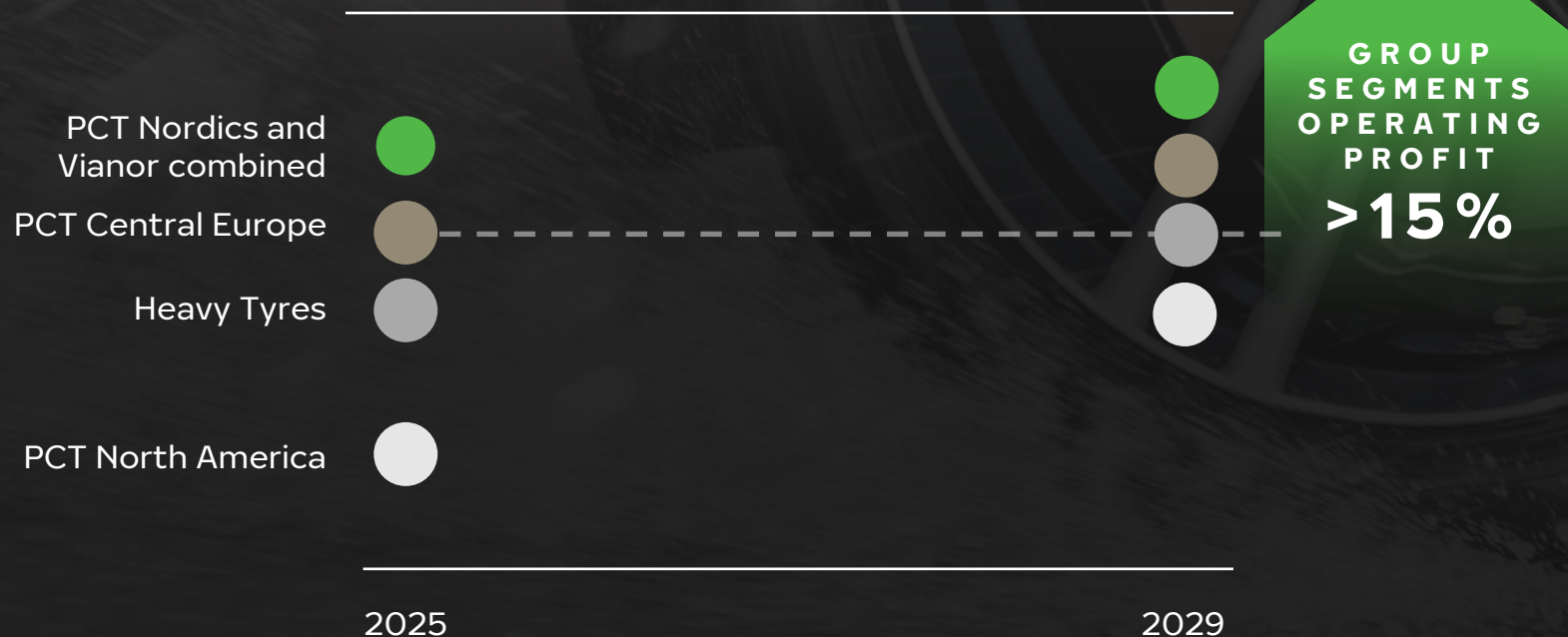


FIXED COSTS & INDIRECT SOURCING

- OPTIMIZING FIXED COSTS
- OPTIMIZING INDIRECT SPENDING INCLUDING FOLLOWING RIGOROUS PURCHASE PROCESS

SEGMENTS EBITDA IMPROVEMENT BY 2029

WE AIM TO **GROW PROFITABLY** ACROSS ALL BUSINESSES



KEY DRIVERS



PRICE/MIX



NEW PRODUCTS








VOLUME



OPERATIONAL IMPROVEMENTS

KEEPING FOCUS ON ADVANCING SUSTAINABILITY EFFORTS

		MAIN NON-FINANCIAL TARGETS	2025
	SAFE TIRES	SHARE OF RECYCLED OR RENEWABLE RAW MATERIALS IN TIRES: 50% BY 2030	28%
	CLIMATE	ABSOLUTE SCOPE 1 & 2 GHG EMISSIONS REDUCTION BY 42% BY 2030 FROM 2022	-38%
	SAFETY	LOST-TIME INCIDENT FREQUENCY (LTIF) TO 1.5 BY 2025	3.7
	HUMAN RIGHTS	100% SUSTAINABILITY AUDIT COVERAGE FOR HIGH-RISK SUPPLIERS	100%
	PERSONNEL WELL-BEING	CONTINUOUS IMPROVEMENT OF THE SENTIMENT OF EQUAL OPPORTUNITIES	64 ¹

NOKIAN TYRES IS AN ATTRACTIVE LONG-TERM INVESTMENT OPPORTUNITY

WHAT WE FOCUS ON

- Leading position in winter tires
- Above-market growth in all-season and all-weather tires
- Above-market growth in agri and forestry tires

WHERE WE PLAY

- Nordics: strengthen our #1 position
- Central Europe: grow above market average
- North America: grow above market average

HOW WE WIN

Value captured by premium positioning and mix enhancement

Vianor Europe, B2B and B2C as enablers

Strong product innovation

Consumer focus

Operational excellence

Local-to-local business model

Experienced and engaged team

FINANCIAL TARGETS*

**NET SALES EUR
1.8-2.0 BILLION**

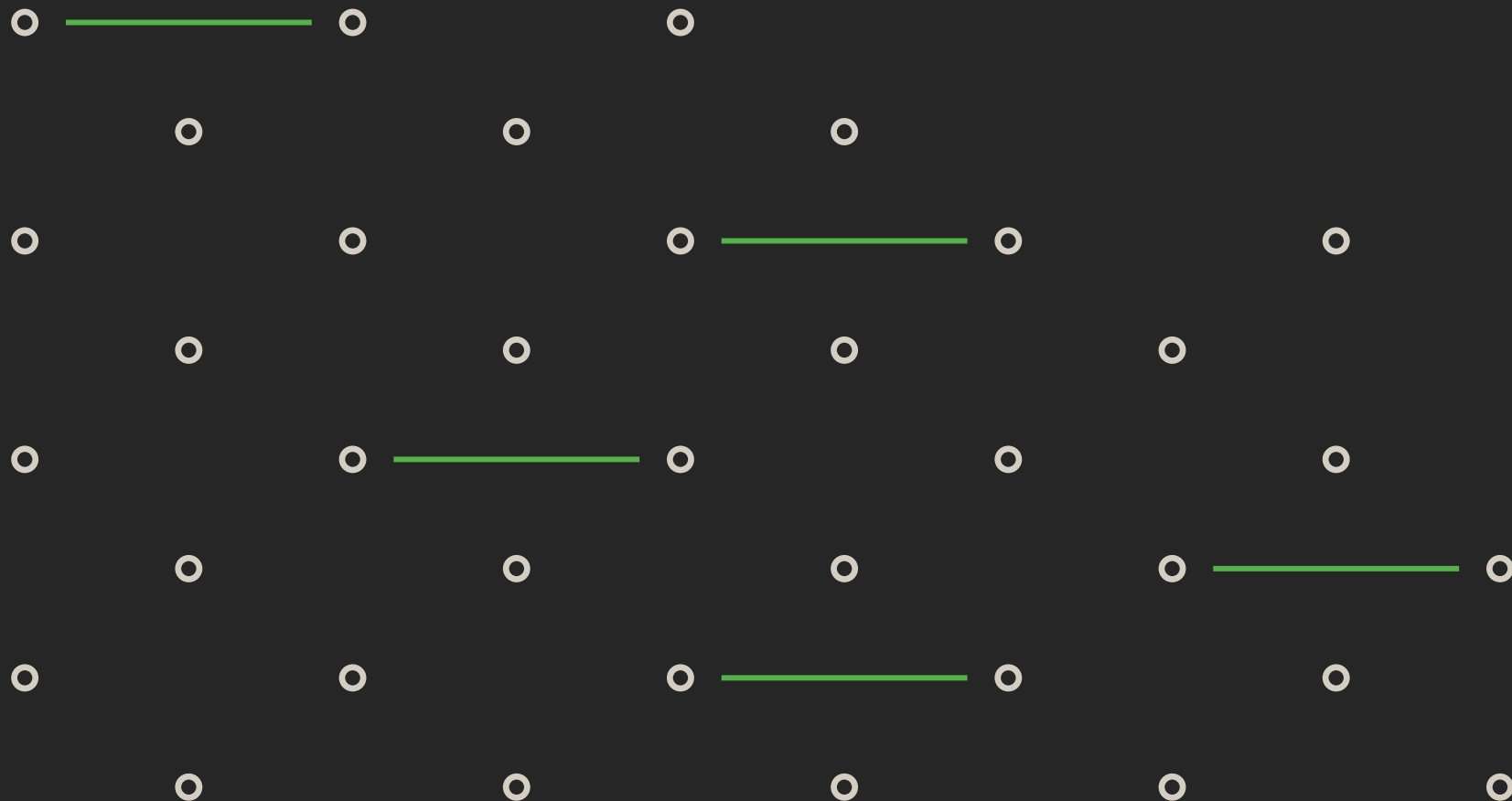
**SEGMENTS
EBITDA >24%**

**SEGMENTS OPERATING
PROFIT >15%**

**NET DEBT/SEGMENTS
EBITDA <2**

*Targets extending until the end of 2029

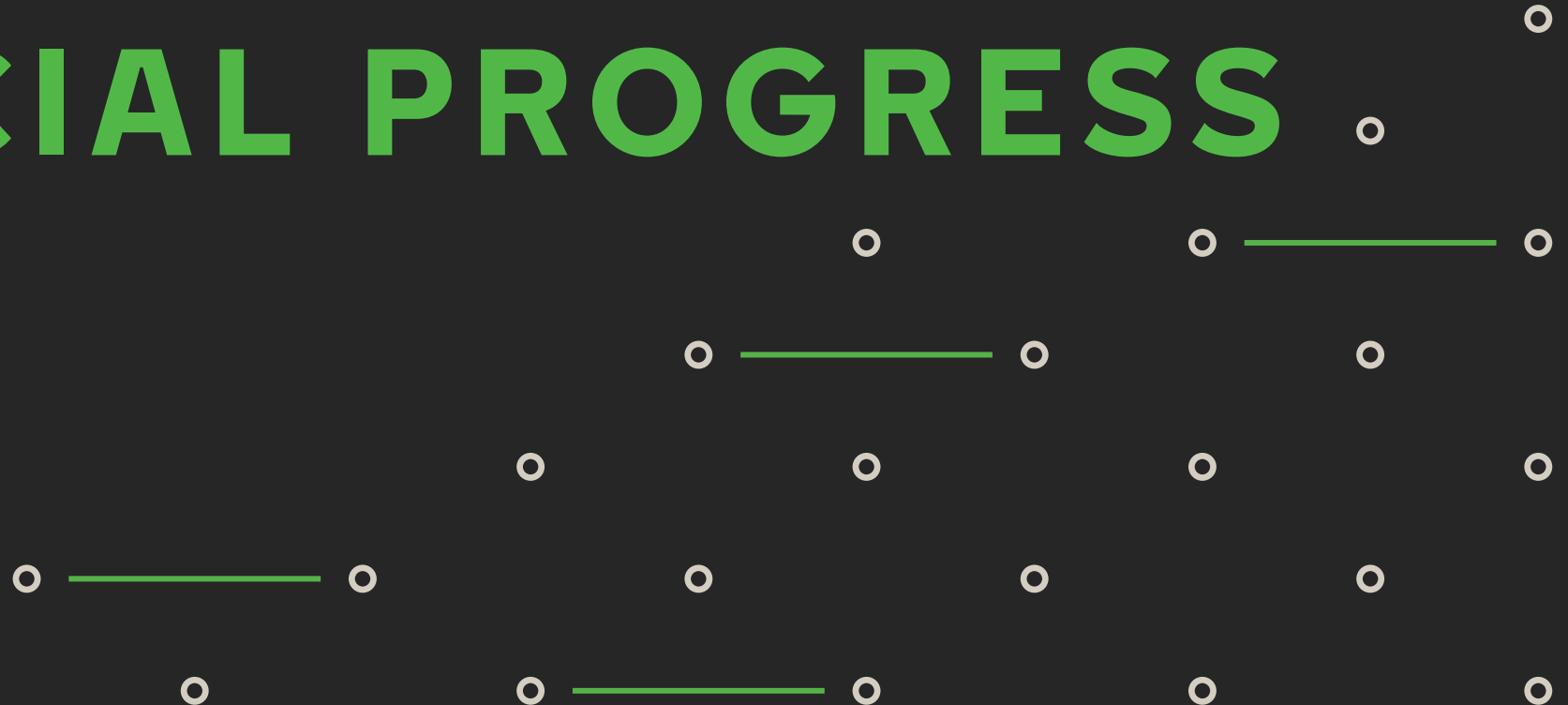
Thank you!



DRIVING SOLID FINANCIAL PROGRESS

JARI HUUHTANEN
INTERIM CFO

CAPITAL MARKETS DAY
FEBRUARY 11, 2026



UPDATED FINANCIAL TARGETS ALIGNED WITH OUR STRATEGY

TARGETS BY THE END OF 2029



NET SALES



NET SALES EUR 1.8-2.0 BILLION



PROFITABILITY



SEGMENTS EBITDA >24%
SEGMENTS OPERATING PROFIT >15%



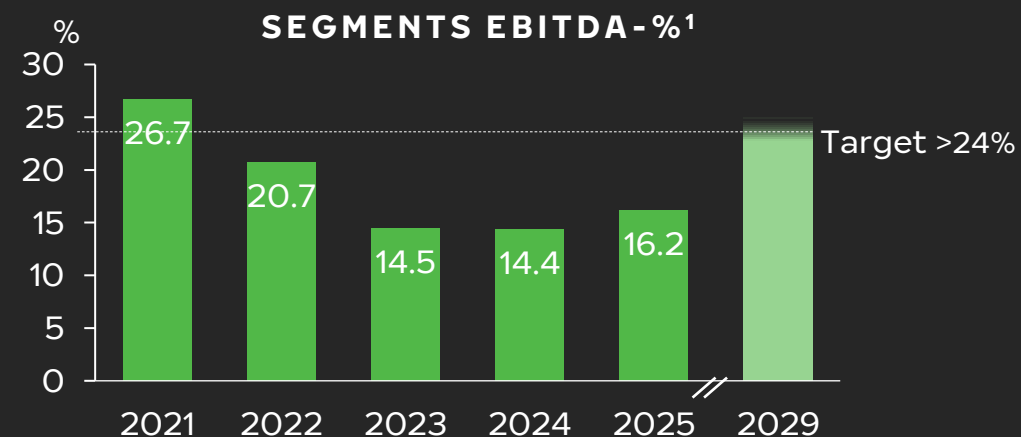
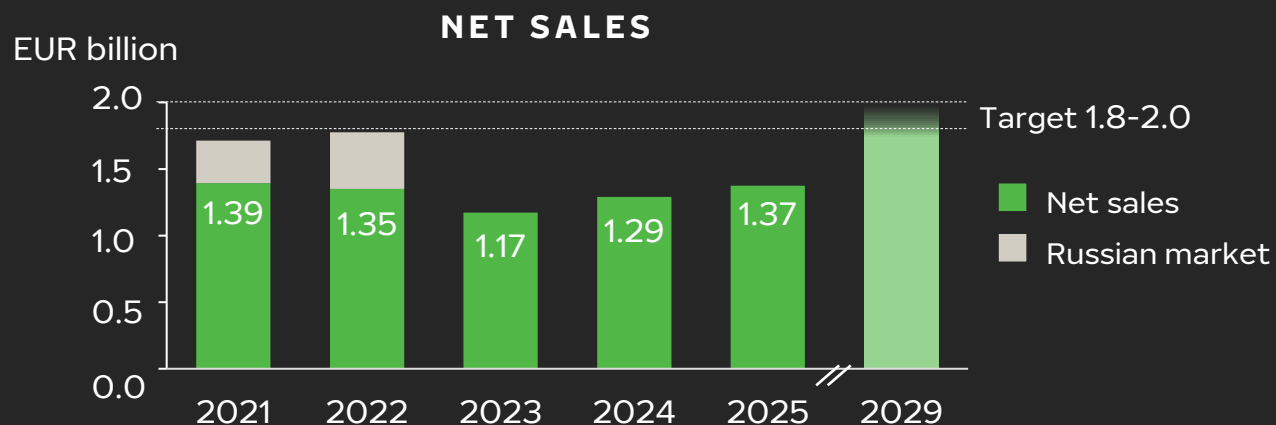
CAPITAL STRUCTURE



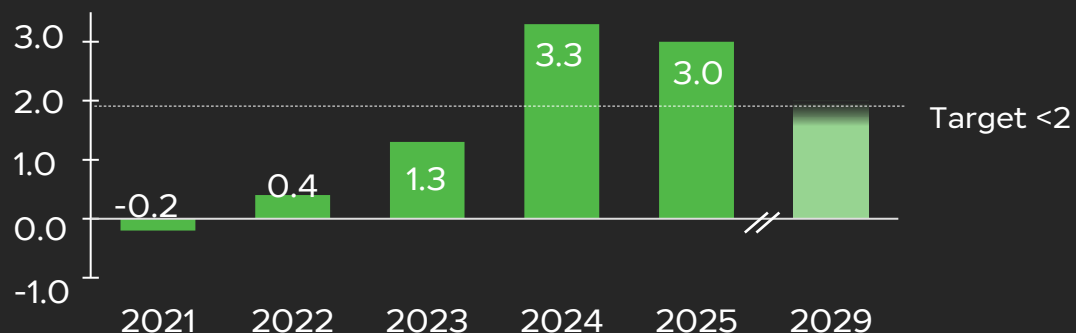
NET DEBT/SEGMENTS EBITDA <2

Dividend policy unchanged: Nokian Tyres' target is to pay a dividend of at least 50% of its net earnings

2025 DEMONSTRATED **SOLID PROGRESS** TOWARD OUR 2029 TARGETS

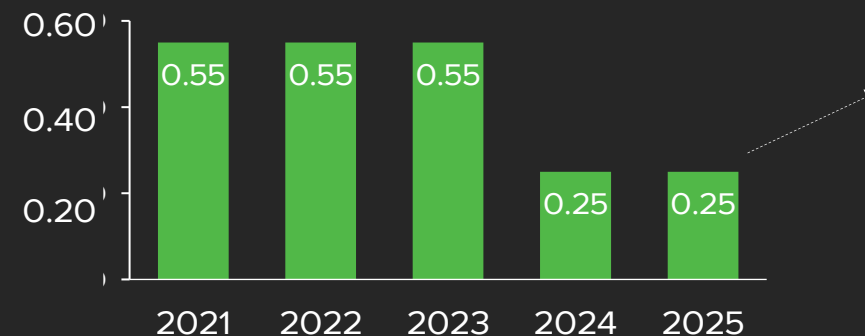


NET DEBT/SEGMENTS EBITDA¹

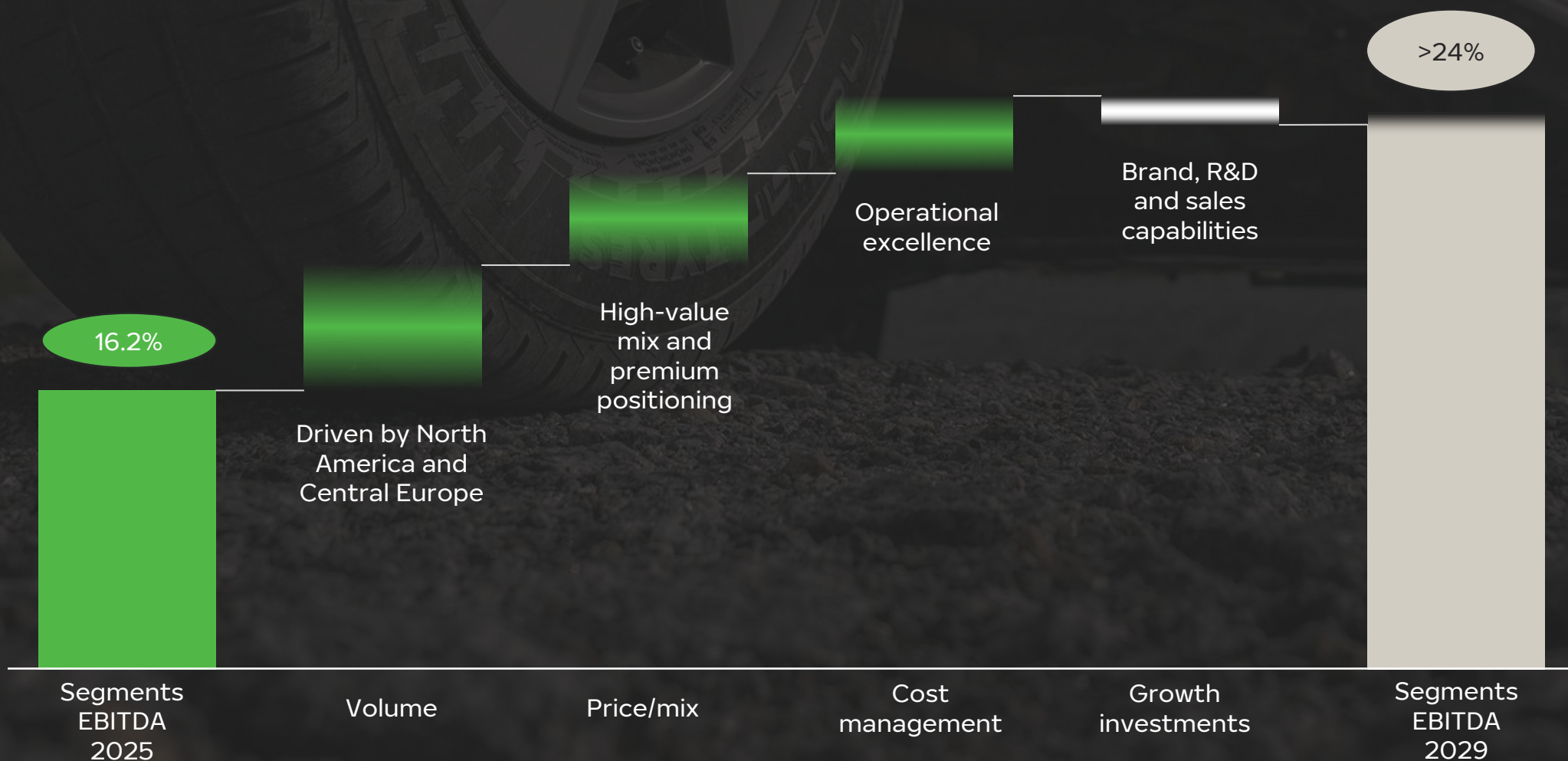


DIVIDEND PER SHARE

EUR/share

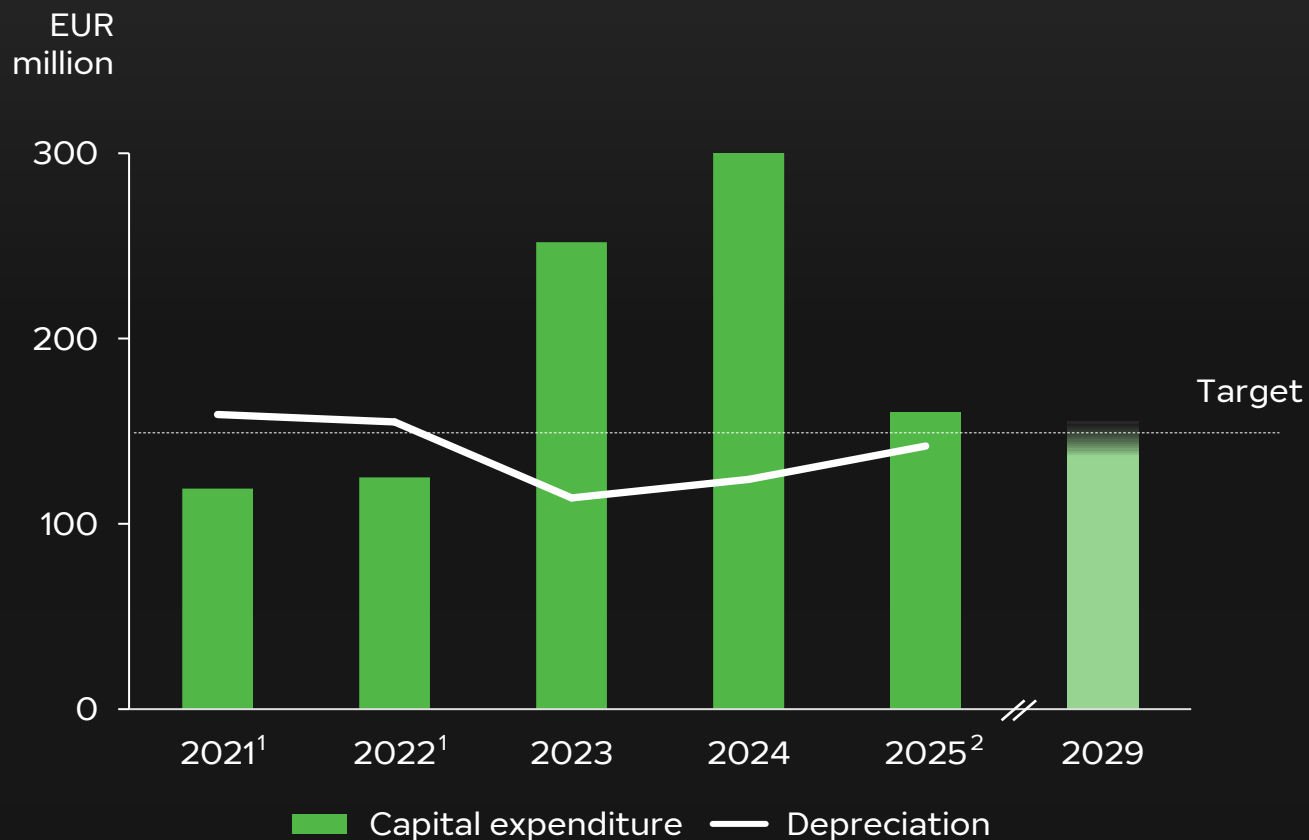


OUR WAY TO DRIVE SEGMENTS EBITDA IMPROVEMENT



Commercial and operational improvement initiatives (page 34) embedded into this bridge.

CAPEX NORMALIZING AFTER THE MAJOR INVESTMENT PHASE



INVESTMENTS 2021-2025

- INVESTMENT PHASE COMPLETED
- EUR 1 BILLION INVESTED IN FIVE YEARS
- CAPEX IS NORMALIZING TO A LEVEL ALIGNED WITH DEPRECIATION

KEY DRIVERS OF STRONGER AND MORE **PREDICTABLE FREE CASH FLOW**

FREE CASH FLOW COMPONENTS

SEGMENTS EBITDA	2029 SEGMENTS EBITDA TARGET OF >24%, PROVIDING A STRONG BASE FOR CASH FLOW
WORKING CAPITAL, NET	IMPROVING ROTATION THROUGH FOCUS ON INVENTORY, RECEIVABLES AND PAYABLES
INCOME TAXES PAID, NET	MODERATE CASH TAXES DUE TO LOSSES CARRIED FORWARD
FINANCIAL EXPENSES, NET	APPROX. 2-3% OF NET SALES. NET DEBT/SEGMENTS EBITDA <2
CAPEX	NORMALIZING TO A LEVEL ALIGNED WITH DEPRECIATION

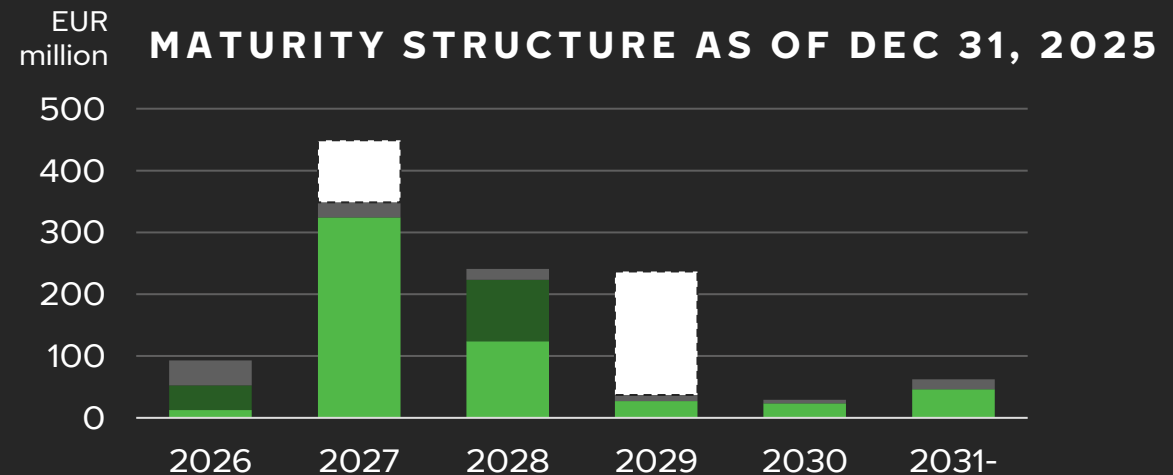
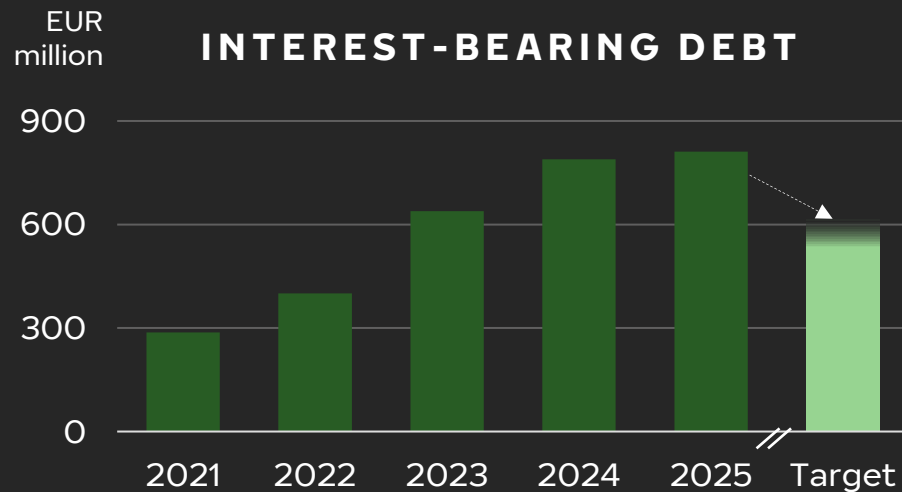
STABLE CAPITAL STRUCTURE AND BALANCED DEBT PORTFOLIO

CLEAR LEVERAGE TARGET

- Target is net debt/segments EBITDA <2
- Future capex funded by cash flow and stronger balance sheet

BALANCED FINANCING

- EUR 300 million RCF and EUR 500 million commercial paper program in place for NWC financing
- Opportunity to balance our financing sources and extend maturities



- Committed Credit Facilities
- Leases/IFRS16
- Debt Market/Commercial Papers/Bonds
- Banks

BALANCED CAPITAL ALLOCATION DRIVING LONG-TERM SHAREHOLDER VALUE

PROFITABLE ORGANIC GROWTH

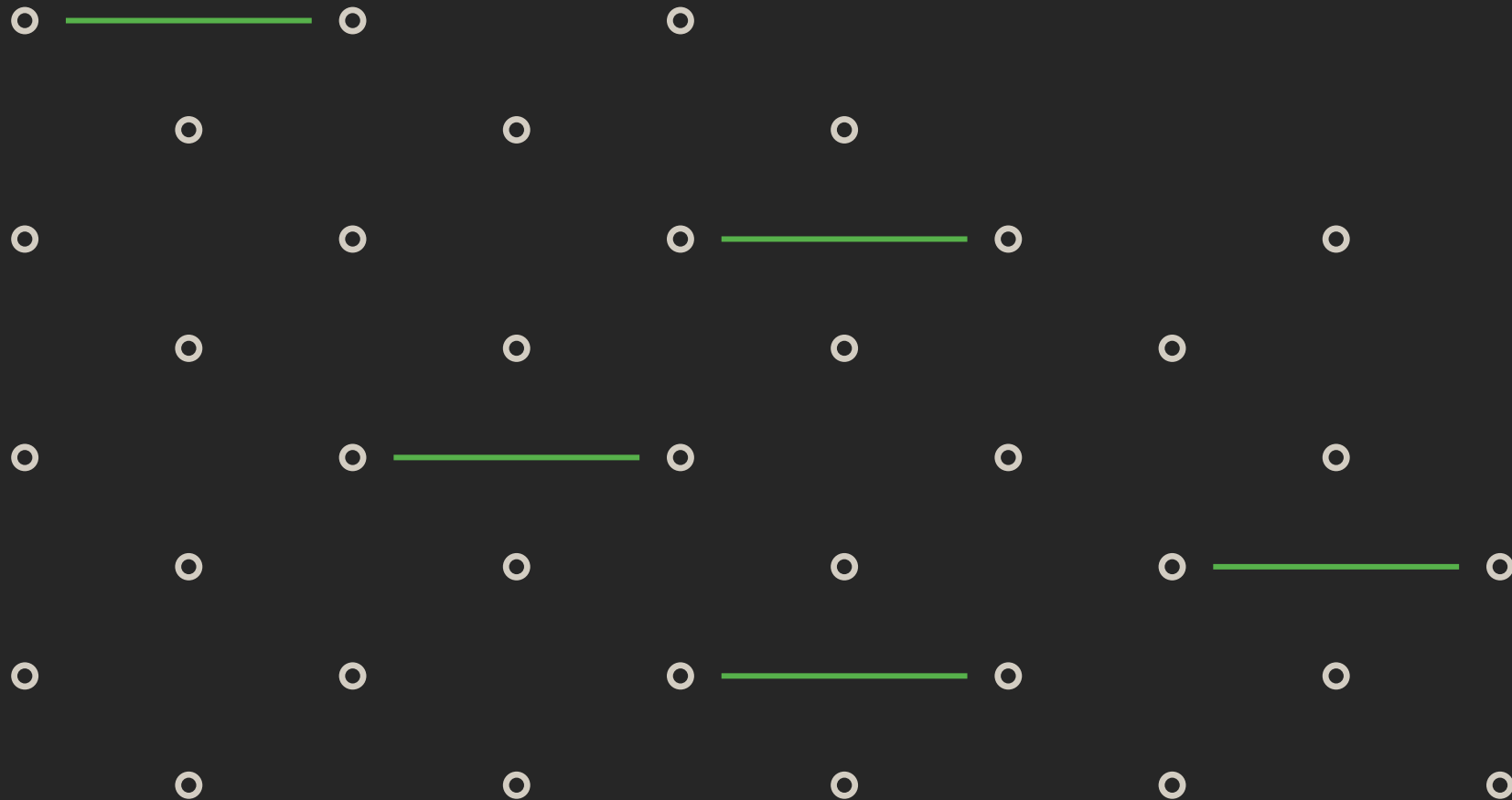
Stronger brand, R&D and sales capabilities.
Capex to efficiency improvements,
digitalization and maintenance.

ATTRACTIVE SHAREHOLDER RETURN

Clear dividend policy with a target to
distribute at least 50% of net earnings.
Share buybacks not currently applicable.

M&A CONSIDERED ONLY WHEN CLEARLY VALUE-ACCRETIVE
AND STRATEGICALLY RELEVANT.

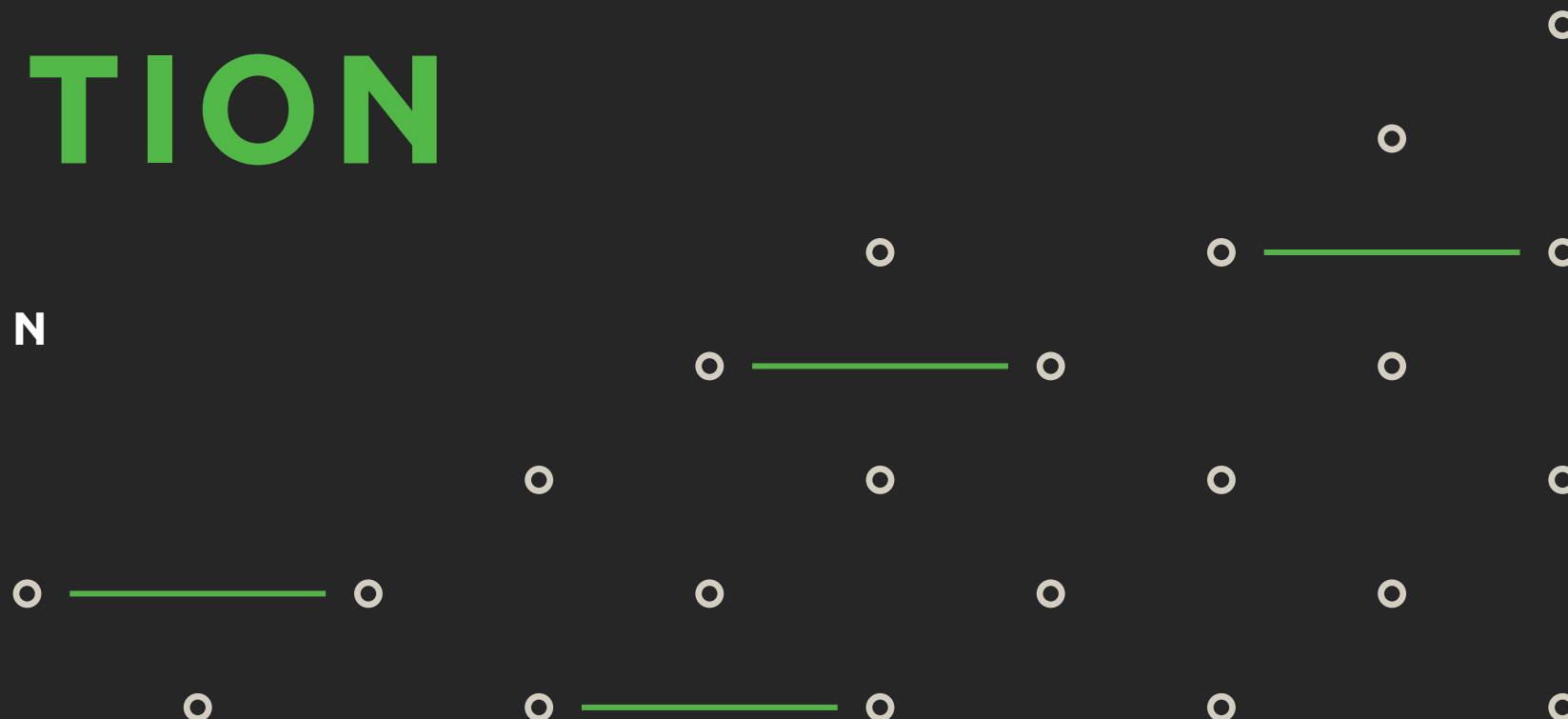
Thank you!



STRENGTHENING #1 POSITION

TRON GULBRANDSEN
SVP, PCT NORDICS

CAPITAL MARKETS DAY
FEBRUARY 11, 2026

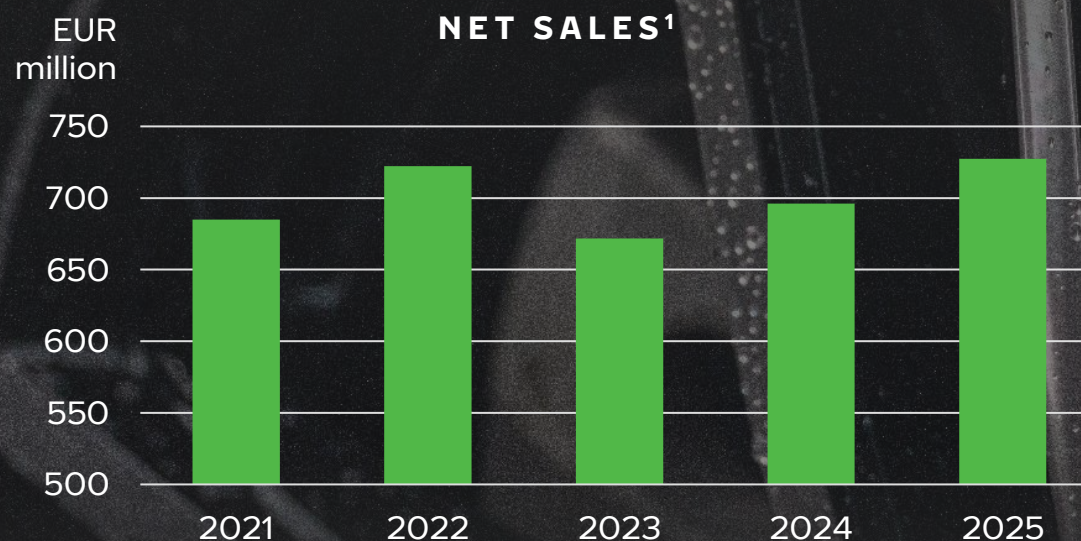


NORDICS IN A NUTSHELL

MARKET LEADER
HOME MARKETS

#1
WINTER TIRE EXPERT

174
VIANOR SERVICE
CENTERS



➤ **STABLE AND
PREDICTABLE
SALES**

➤ **FUTURE
POTENTIAL**

➤ **HIGH
PROFITABILITY**

SOLID AND STABLE MARKET

NORDICS TIRE MARKET ~17 MILLION TIRES¹

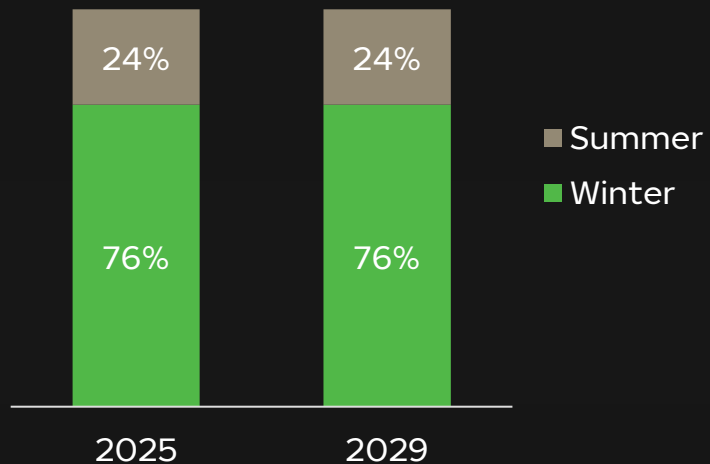
Market growing at
0.5-1.0% CAGR (2025-2029)

New car sales driving the
share of $\geq 18"$ tires

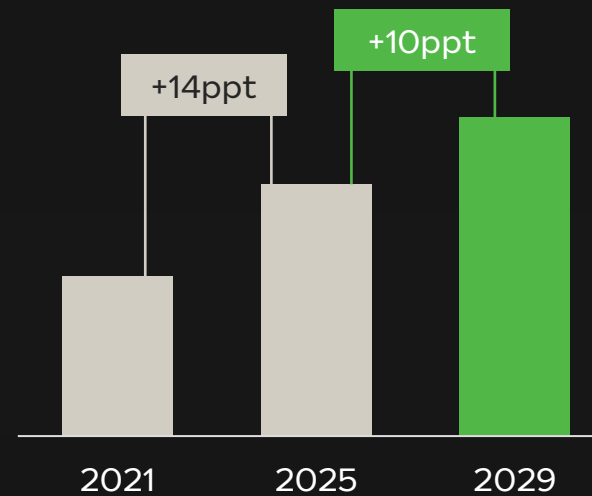
OUR FOCUS:

- > WINTER TIRES
- > LARGER RIM SIZES
- > PREMIUM POSITION

NOKIAN TYRES SEASONAL MIX DEVELOPMENT



NOKIAN TYRES SHARE OF $\geq 18"$ TIRES



INNOVATIONS DRIVE PREMIUM SALES MIX AND MARGINS

ATTRACTIVE PRODUCT PORTFOLIO WITH WINTER FLAGSHIP

+90 YEARS
OF NORDIC WINTER
TIRE EXPERTISE

PRODUCT PORTFOLIO
TO BE RENEWED
100%
2026-2029

NEW PRODUCTS
SET A NEW
STANDARD
IN THE MARKET



Majority of SKUs in
≥ 18" sizes

YEARLY TEST WINS REINFORCING OUR COMPETITIVE ADVANTAGE

NOKIAN TYRES
HAKKAPELIITTA 10
WINTER TIRES

Tuulilasi **TM** *Dagbladet*
TEKNIKAN MAAILMA
AFTONBLADET *Vi Bilägare*
motornorway

NOKIAN TYRES HAKKA
SUMMER TIRES

Tuulilasi
moottori



> PROVEN QUALITY,
PERFORMANCE
AND SAFETY

> TRUSTED NORDIC
BRAND

> STRONG CONSUMER
BASE AND LOYALTY



*Nepa Insight Oy Study
Q4/2024-Q3/2025*

NORDICS - PASSENGER CAR TYRES

nokian[®]
TYRES

STRONG SALES CHANNELS SUPPORT PREMIUM GROWTH

ATTRACTIVE PARTNER IN THE MARKET

EARNINGS POTENTIAL



ATTRACTIVE MARGINS OPPORTUNITY

PREMIUM BRAND AND PRODUCTS



FLAGSHIP HIGH-QUALITY PRODUCTS LIKE NOKIAN TYRES HAKKAPELIITTA

RELIABILITY AND TRUST



HIGH AVAILABILITY, DEPENDABLE DELIVERIES AND PREDICTABLE PERFORMANCE



STRONG PRESENCE IN ALL SALES CHANNELS IN ALL KEY MARKETS



VIANOR IN A KEY ROLE SECURING PREMIUM POSITIONING AND VOLUMES

EFFICIENT OPERATIONS DRIVING CONSISTENT PERFORMANCE

NORDIC FOOTPRINT

Local production
close to core
markets.

AGILE AND EFFICIENT OPERATIONS

Predictable volumes
enabling stable,
efficient operations.

EFFICIENT SUPPLY CHAIN

Supply chain optimized
for seasonal Nordic
business.

STRENGTHENING #1 POSITION

#1 POSITION WITH PREMIUM WINTER FOCUS

Attractive market
with growth driven
by larger rim sizes.

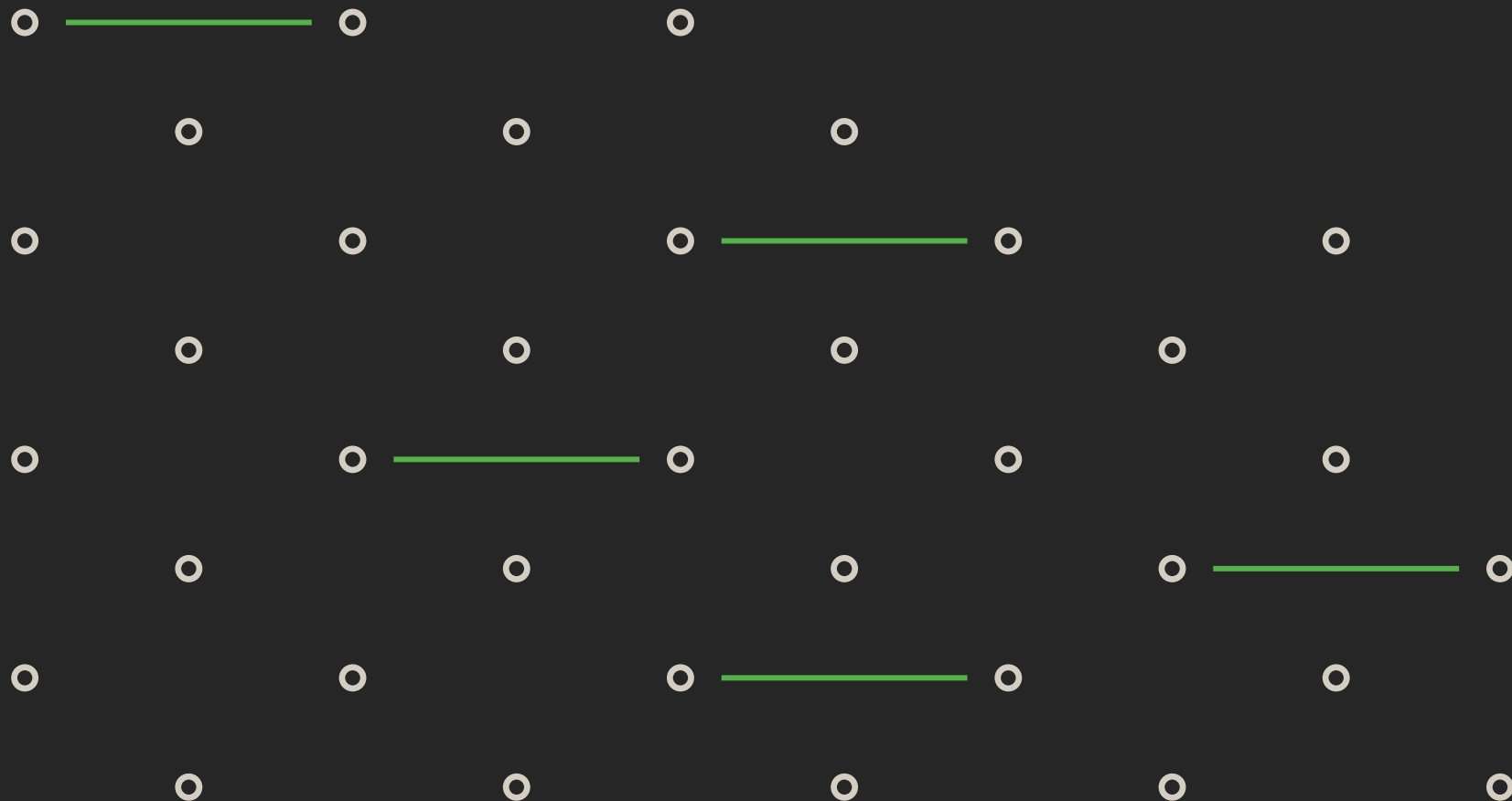
INNOVATION LEADERSHIP

Market leading premium
offering, strengthening our
competitive advantage.

SUPERIOR GO-TO-MARKET EXECUTION

Strong demand visibility,
reliable supply and high
profitability.

Thank you!



ACCELERATING PROFITABLE GROWTH

TOMMI ALHOLA
SVP, PCT CENTRAL EUROPE

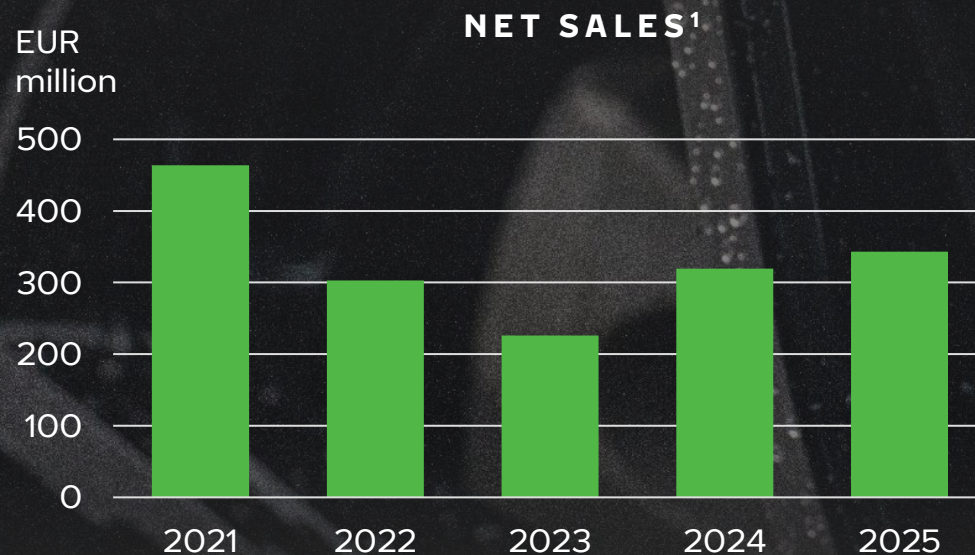
CAPITAL MARKETS DAY
FEBRUARY 11, 2026

CENTRAL EUROPE IN A NUTSHELL

SALES IN
22
COUNTRIES

200
VIANOR
PARTNER STORES
IN 4 COUNTRIES

900
NAD
PARTNER STORES
IN 10 COUNTRIES

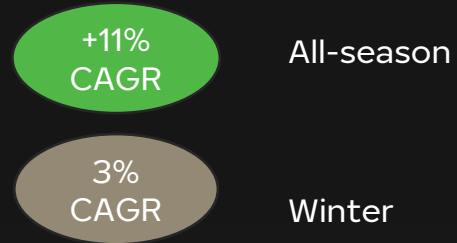


- > TURNAROUND AND MARGIN RECOVERY
- > LONG-TERM MARKET POTENTIAL
- > SHARE OF HIGH-VALUE MIX INCREASING

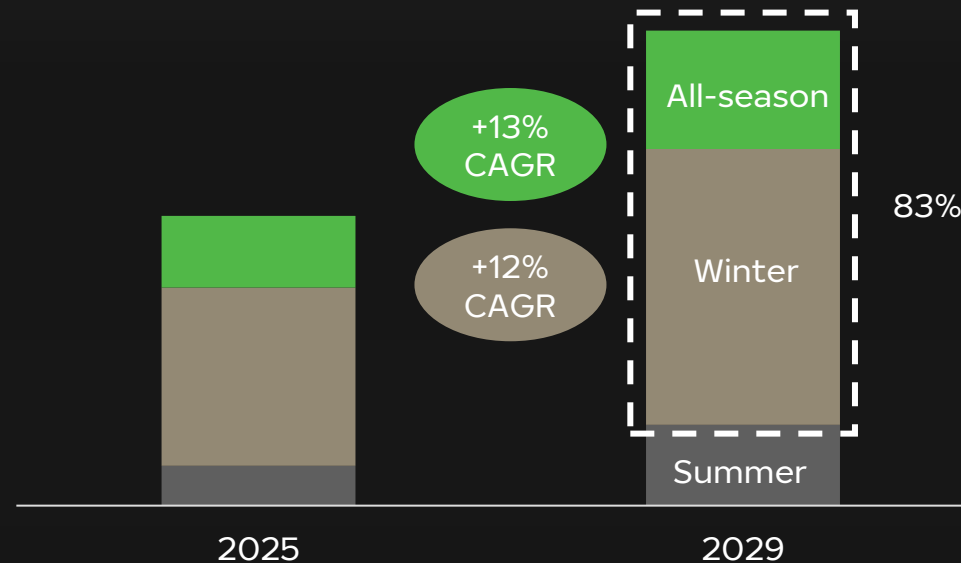
GROWING FASTER THAN THE MARKET

CENTRAL EUROPE REPLACEMENT TIRE MARKET ~350 MILLION TIRES¹

MARKET DEVELOPMENT¹ 2021-2025 (PCS)



NOKIAN TYRES SEASONAL MIX DEVELOPMENT (PCS)



OUR FOCUS:

- > ACCELERATE IN ALL-SEASON
- > GROW IN WINTER
- > GROW SELECTIVELY IN SUMMER

¹⁾ Industry associations' sales and Nokian Tyres' own estimates of sales of other tire manufacturers that do not belong to any association.

FROM PRODUCT FAMILY RENEWAL TO RESULTS

DRIVING BRAND VALUE AND PROFITABILITY THROUGH INNOVATION



PASSENGER CARS & SUV'S



VANS



WINTER
TYRES

NOKIAN TYRES
SNOWPROOF 1



NOKIAN TYRES
SNOWPROOF 2



NOKIAN TYRES
SNOWPROOF P



NOKIAN TYRES
SNOWPROOF 2 SUV



NOKIAN TYRES
SNOWPROOF C



ALL-
SEASON

NOKIAN TYRES
SEASONPROOF 1



NOKIAN TYRES
SEASONPROOF 2



2025

NOKIAN TYRES
SEASONPROOF C1



2025



SUMMER
TYRES

NOKIAN TYRES
POWERPROOF 1



NOKIAN TYRES
WETPROOF 1



NOKIAN TYRES
POWERPROOF 2



2025



NOKIAN TYRES
CARGOPROOF C



2025



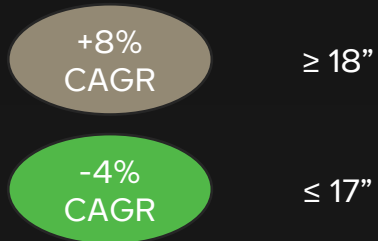
CENTRAL EUROPE - PASSENGER CAR TYRES

nokian
TYRES

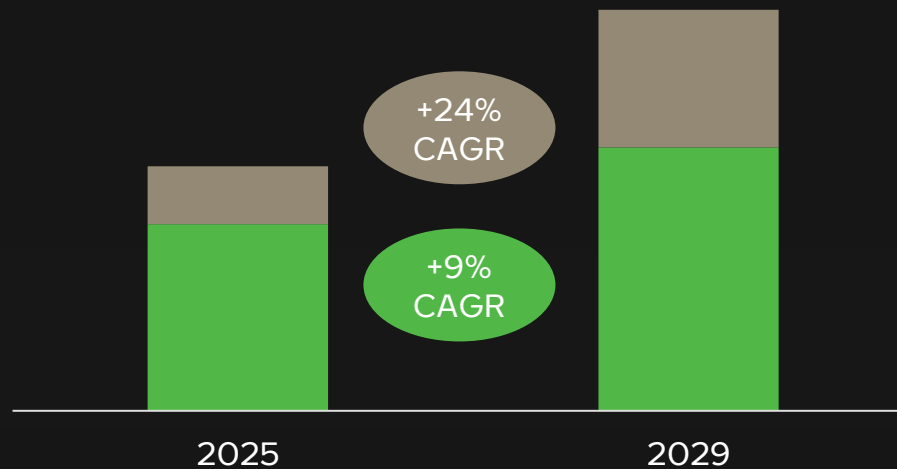


IMPROVING MIX THROUGH GROWTH IN LARGER RIM SIZES

MARKET DEVELOPMENT¹
2021-2025 (PCS)



NOKIAN TYRES RIM SIZE MIX
DEVELOPMENT (PCS)



- > SHARE OF LARGER TIRES INCREASING
- > NOKIAN TYRES WINNING MARKET SHARE
- > SALES MIX SHIFT BOOSTING PROFITABILITY

1) Europe excluding Nordic countries based on industry association member sales

INCREASING FOCUS ON RETAIL

DISTRIBUTION

Continue to grow with local market-leading hybrid distributors

Leverage Pan-European distributors reach

RETAIL

Continue to grow with large retail chains like Point-S

Expand local business with new premium retail chains

POINTS-OF-SALE

Expand branded retail reach for example in Germany

Focus on digital Nokian Tyres Authorized Dealers for example in France



ACCELERATING PROFITABLE GROWTH



VALUE-DRIVEN
MIX



PREMIUM
POSITIONING



STRONGER
BRAND



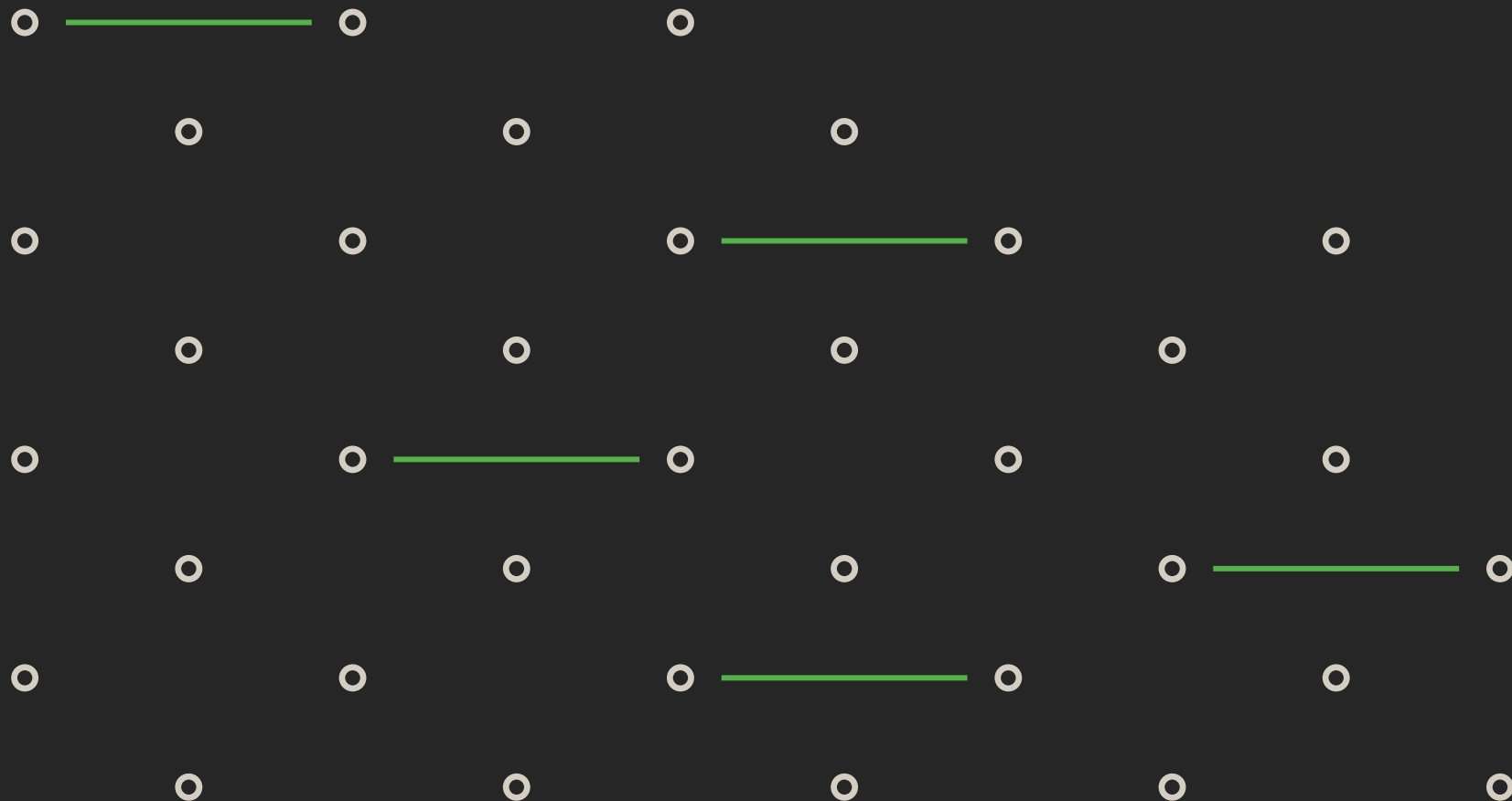
LOCAL
PRODUCTION

HIGHER-VALUE MIX
INCREASING

MARKET SHARE GAINS
IN SELECTED NICHES

MODERN
PRODUCTION WITH
SUPPLY RELIABILITY

Thank you!



DIVERSIFYING AND OUTGROWING END MARKETS IN PREMIUM SEGMENTS

CHRIS OSTRANDER
SVP, NORTH AMERICA

CAPITAL MARKETS DAY
FEBRUARY 11, 2026



NORTH AMERICA IN A NUTSHELL

UNIT SALES
~63%
WINTER &
ALL-WEATHER

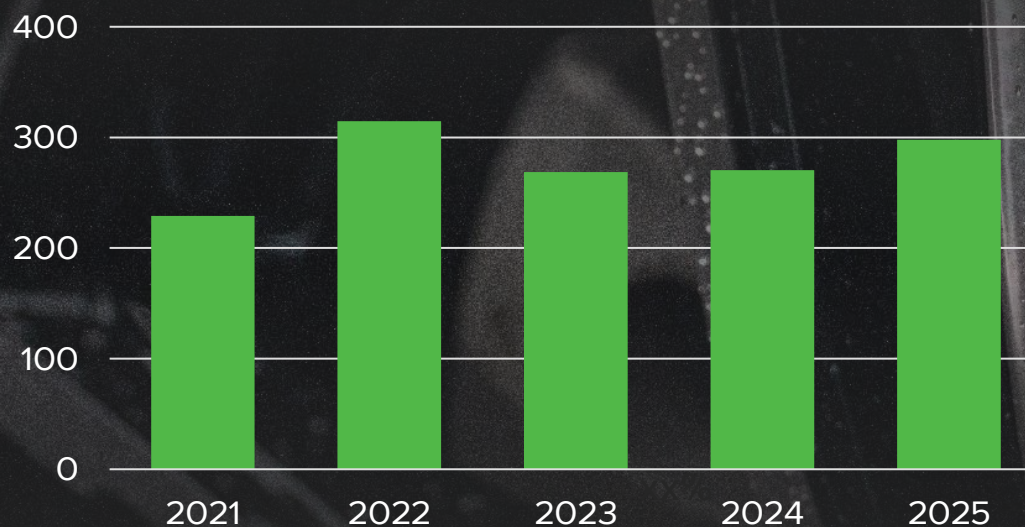
WINTER TIRES
#1
IN CANADA

OVER
10,000
RETAIL
POINTS-OF-SALES



NET SALES¹

EUR
million



➤ PREMIUM GROWTH
PLATFORM

➤ FAVORABLE DEMAND
STRUCTURE

➤ 85% OF U.S. DEMAND
SUPPLIED BY DAYTON

FROM IMPORTING TO DOMESTIC SUPPLY

**100%
IMPORTS**

- 2019

Dayton factory
grand opening

**PRODUCTION
TRANSITION**

2020 - 2023

Dayton
ramp-up

Re-tooling of
Capacity

**STABLIZATION
& MARKET FOCUS**

2024 -

Dayton Finished
Goods Warehouse

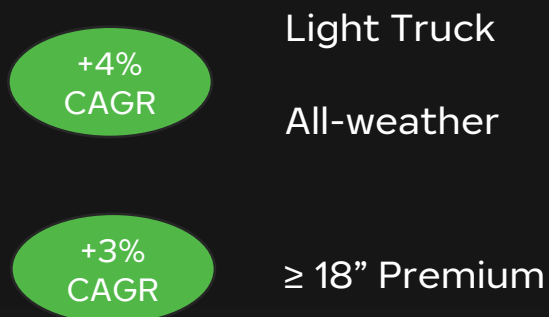
Localized R&D

National
distribution

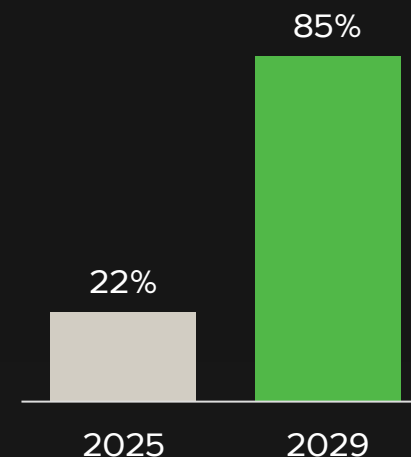
NEW ALL-SEASON AND WINTER LAUNCHES DRIVING HIGHER-VALUE, LARGER RIM SIZE MIX

NORTH AMERICAN REPLACEMENT TIRE MARKET ~281 MILLION TIRES

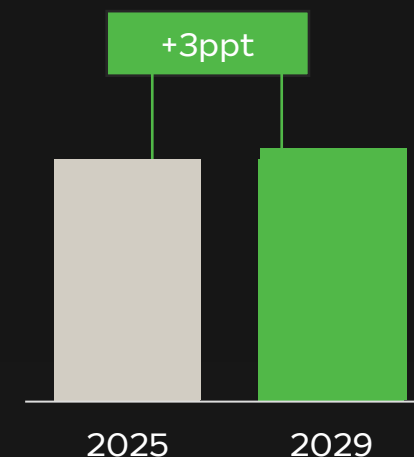
MARKET DEVELOPMENT 2023-2025



NOKIAN TYRES SHARE OF NEW PRODUCTS¹



NOKIAN TYRES SHARE OF ≥ 18\"



1) New product unit % of portfolio includes successor product evolution less than 3 years old.

PRIMARY GROWTH FOCUS AREAS IN NORTH AMERICA

SNOWBELT SUCCESS

Share-of-wallet gains with
Strategic Accounts

Promote demand for
winter and all-weather

Enhanced brand
awareness

U.S. DISTRIBUTION NETWORK

Establish & grow
national distribution

National retail
partnerships

Regional retail
penetration

PREMIUM ALL SEASON GROWTH

Accelerated New Product
Development

All-weather and light truck
penetration

Drive significant brand
awareness

ENGINEERED AND MANUFACTURED FOR THE LARGEST RETAILER IN THE U.S.

NOKIAN TYRES PROPRIETARY ALL-WEATHER ENCOMPASS AW02

NOKIAN TYRES ENCOMPASS AW02

- Versatile all-weather tire for four-season use
- Severe Service Symbol (3PMSF)



A PRODUCT OF A PREMIUM PARTNERSHIP

- Exclusively developed with Discount Tire
- Highly rated in Treadwell testing

Severe Service Symbol (3PMSF)

EV Suitable

Made in Dayton, TN

POWERLINE SIZE RANGES TO MEET NORTH AMERICAN DEMAND

NORTH AMERICA - PASSENGER CAR TYRES

nokian
TYRES



BUILDING BRAND AWARENESS

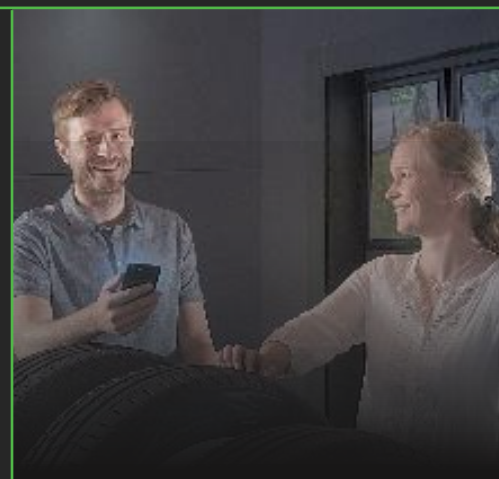
- Global IIHF sponsorship
- Brand ambassador Kimi Räikkönen (F1 driver)
- Alterra Ski Resorts partnership

MAKING THE UNPREDICTABLE PREDICTABLE



CONVERTING PREMIUM DRIVERS

- Demand for premium winter and all-weather
- Pull-through demand for all-season & light-truck



SUPPORTING RETAIL PARTNERS

- Cooperative advertising and events
- Enhanced training with retail employees

EXPANDING **NATIONWIDE AVAILABILITY**

DISTRIBUTION

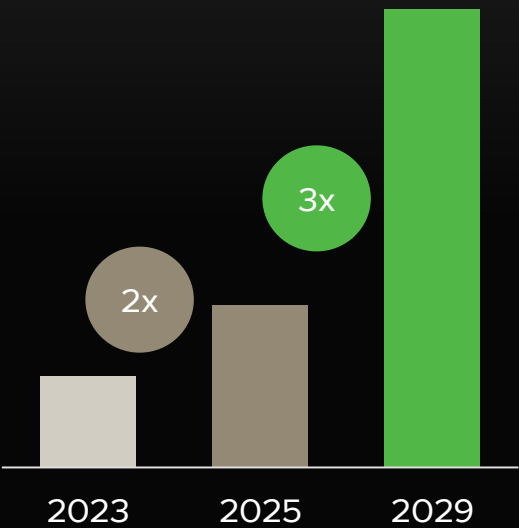
- New in 2025: National distribution
- Strengthens nationwide presence
- Over 1,000 Pioneer program dealers

RETAIL

- Retailers access distributor inventory
- Enables smaller quantity orders



RETAIL POINTS-OF-SALE



ACCELERATING **PROFITABLE GROWTH**



**PREMIUM
PRODUCT
FOCUS**



**FASTER
PORTFOLIO
REFRESH**



**STRONGER
BRAND**



**LOCAL
PRODUCTION**

**PREMIUM, HIGH-
VALUE MIX DESIGNED
FOR LOCAL DEMAND**

**STRONGER BRAND
AWARENESS AND
CUSTOMER LOYALTY**

**MODERN
PRODUCTION WITH
LOCAL-FOR-LOCAL
SUPPLY**

Thank you!

