

Nokia – New Strategic Direction

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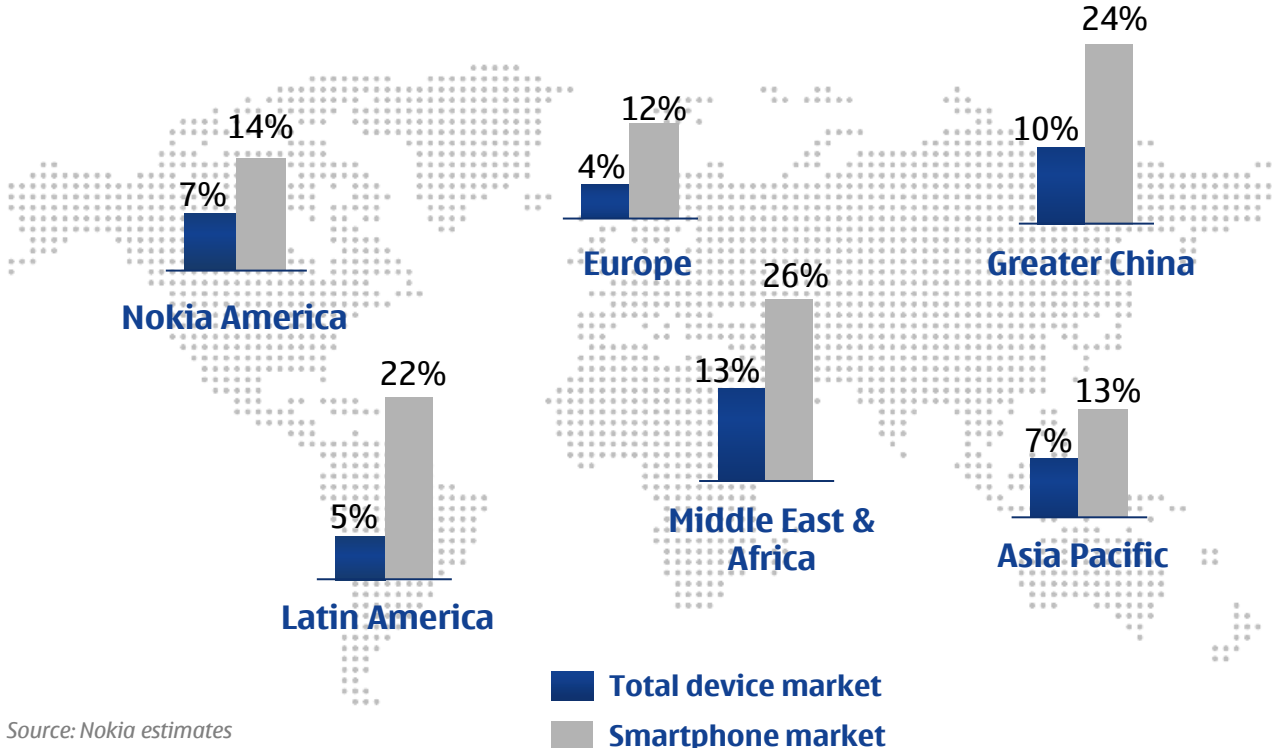
March 9, 2011

Market

NOKIA
Connecting People

Expected Industry Trends: Revenue and Margins

Approximate Revenue CAGR by Geographic Area, 2010-2014



**Approximate
Revenue CAGR
2010-2014**

Total device market: **+7%**
Smartphones: **+16%**

...but mobile device industry gross margin expected to come under pressure, longer-term

Strategy

NOKIA
Connecting People

Great Mobile Products

Smartphones

Mobile
Phones

Future
Disruptions

Great Mobile Products

Smartphones

**Mobile
Phones**

**Future
Disruptions**





Maximize Shareholder Value vs. Alternatives

Winning Ecosystem with Microsoft

Sustainable Differentiation	Long-term benefits to Net Sales and Margins	+
Royalty Payments to Microsoft	Lower Gross Margin %	-
Go-to-Market and Marketing Support from Microsoft	Lower OPEX	+
Focus on Differentiation	Lower R&D OPEX	+
Services Partnership	Enhanced Monetization Potential	+

Great Mobile Products

Nokia
+
Microsoft

Mobile
Phones

Future
Disruptions



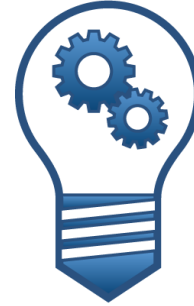
S30/40



Services



Browsers



**3rd Party
Innovation**



Future

Mobile Phones



Nokia C2-00



Nokia C3



Nokia X1

Great Mobile Products

Nokia
+
Microsoft

Next
Billion

Future
Disruptions

Great Mobile Products

Nokia
+
Microsoft

Next
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Disruptions

Differentiate

**Unique
Experiences**

Distinctive Design

Local and Global

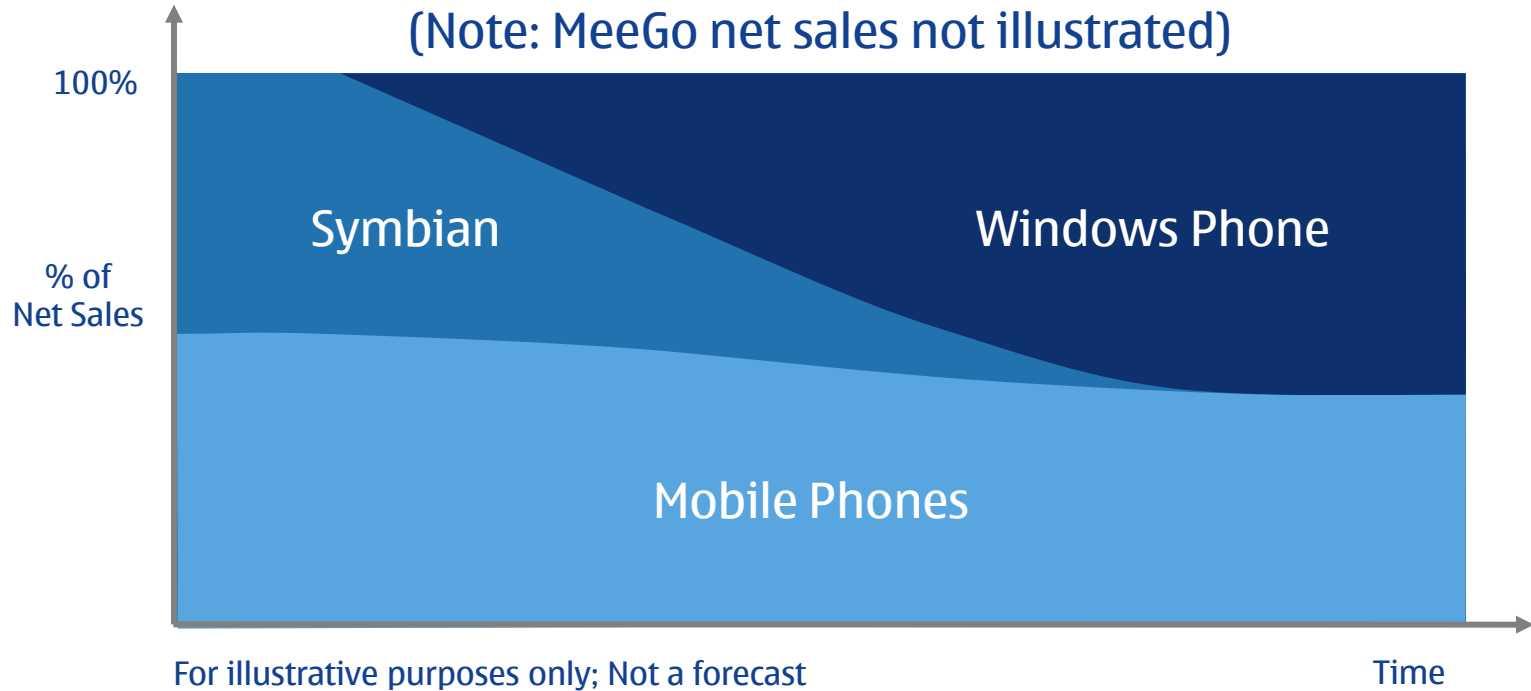
Compelling Hardware

**Brand, Supply Chain, Distribution
and Relationships**

Transition

NOKIA
Connecting People

Mobile Devices Net Sales Mix

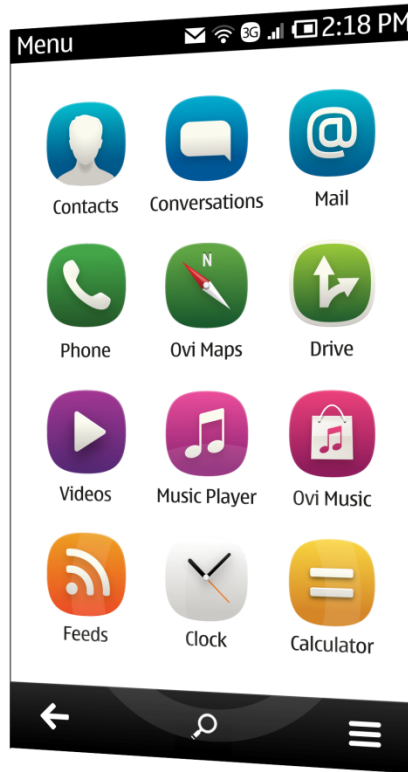


Familiar Look & feel – big change in performance



Enhanced Symbian UI

New iconography



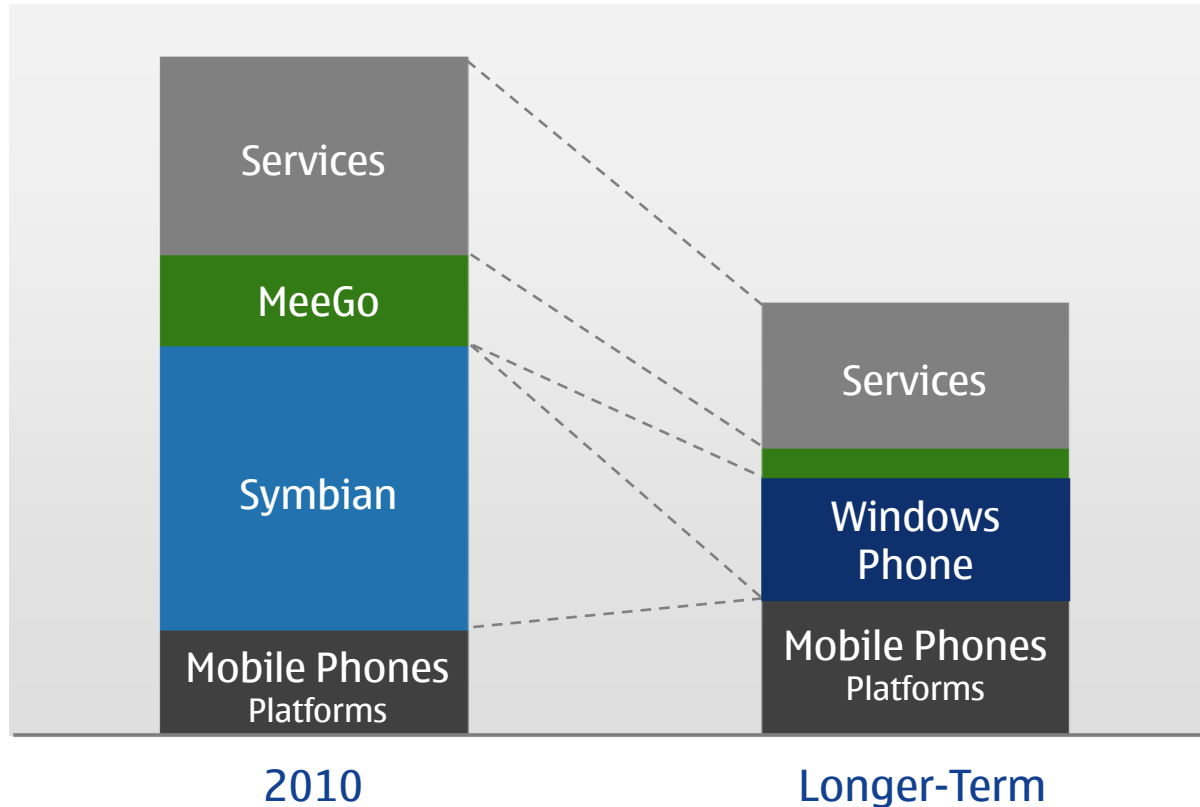
Portrait QWERTY

New browser

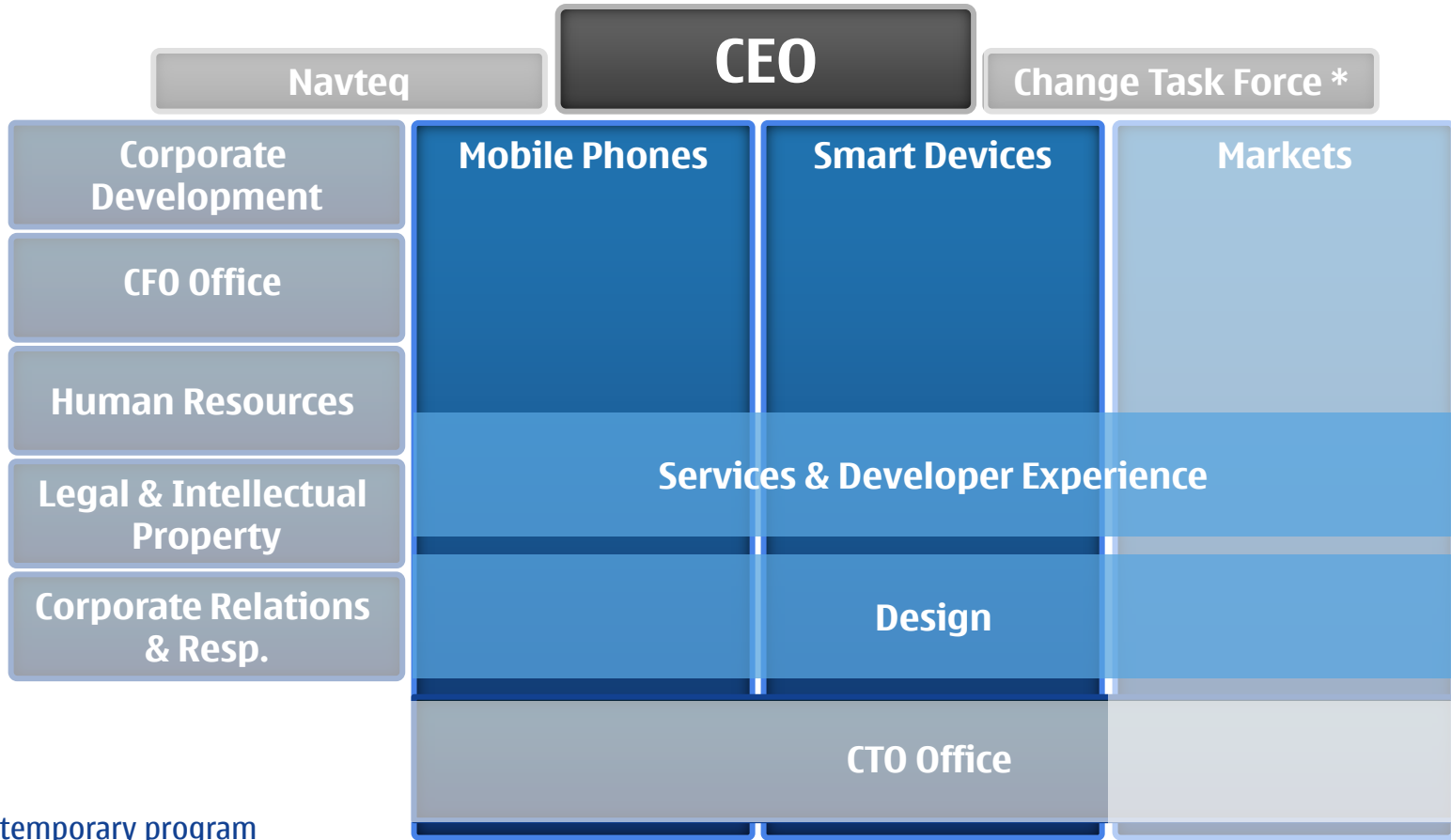
**Change the way we
operate**

NOKIA
Connecting People

Focus Our “Direct R&D” Investment



For illustrative purposes only; Does not represent total R&D spend; Not a forecast



* A temporary program organization

Summary

NOKIA
Connecting People

Great Mobile Products

**Nokia
+
Microsoft**

**Next
Billion**

**Future
Disruptions**

Differentiate

Change How We Operate

The image features the Nokia logo in white, bold, sans-serif capital letters, centered horizontally. The background is a vibrant blue with a dense pattern of small, white, spherical water droplets. A large, semi-transparent blue circle is positioned on the right side of the frame, partially overlapping the text. The overall aesthetic is clean and modern, with a focus on texture and color.

NOKIA