

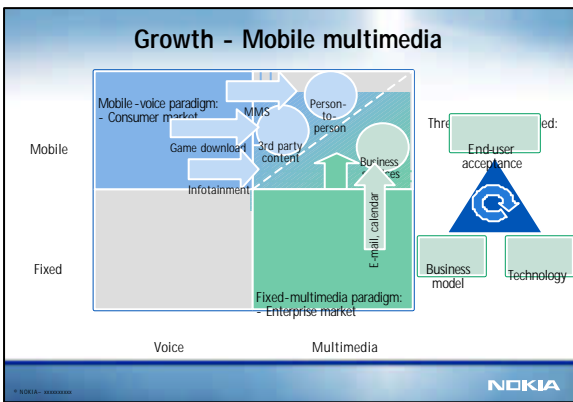
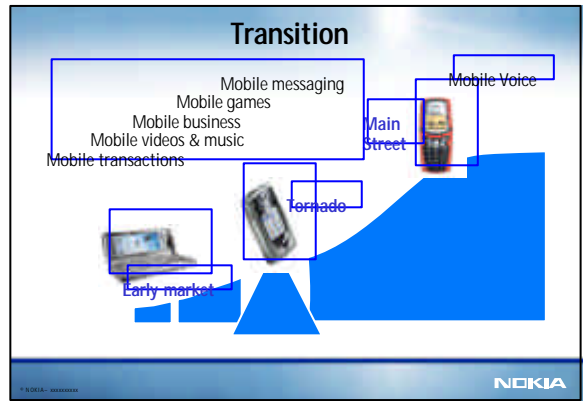
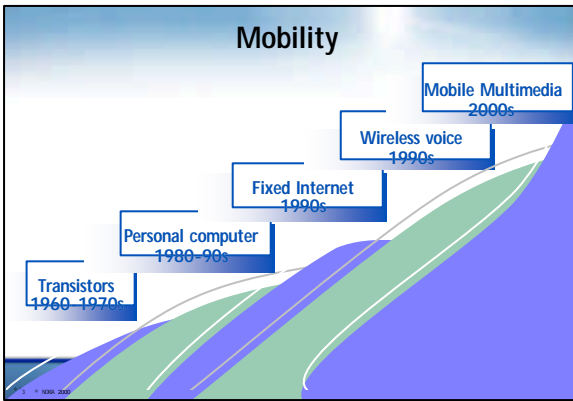
Nokia Strategy & vision

Jorma Ollila
Chairman & CEO
Nokia

NOKIA

- Mobility
- Transition
- Growth
- Industry structure
- Value added

NOKIA



Mobile Industry Structure

- Open Mobile Alliance (OMA)
 - Unprecedented cooperation between mobile, IT and content industries
- OMA industry structure unique
 - Fundamentally different from PC model
- End-to-end software and hardware competencies required

NOKIA

Value added

- Innovation
- Technology
- Brand
- Execution



NOKIA

Nokia Long Term targets

- Over 10% revenue growth
- Over 10% earnings growth
- Continued strong cash flow



NOKIA

NOKIA

NOKIA