




## Structured for Growth

Year End Strategy Update  
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NOKIA

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## What is Nokia?

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### "Our Bread and Butter"


- We're a product company
- Software and applications enhance value of the product
- Software competence required



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### Our DNA



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## Industry is Structured for Growth

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### Mobile Industry Structure Fostering growth

- Open Mobile Alliance (OMA)
  - Cooperation between mobile, IT and content industries with over 300 members
  - Non-fragmented market
  - No single supplier monopolies

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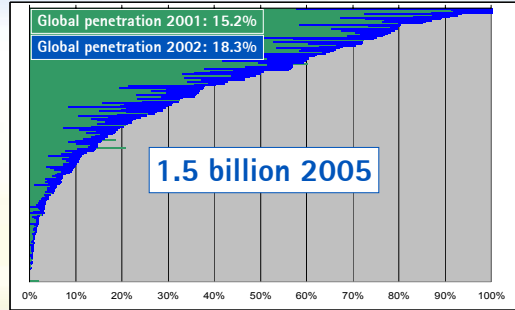
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## The Tools are in Place



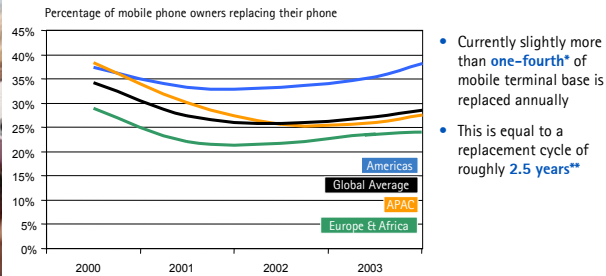
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## Global Mobile Phone Penetration 2002



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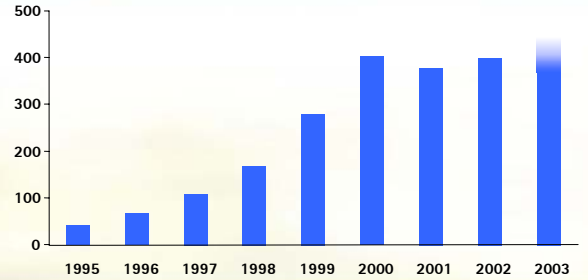
## Replacement Market



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## Mobile Phone Unit Growth

Industry Growth of 10% or slightly more in 2003

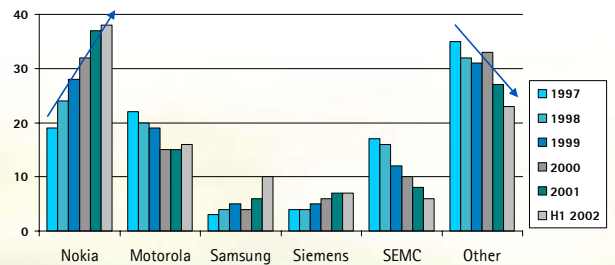


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## Nokia is Structured for Growth

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## Clear trends in market share – Nokia targets 40% share – consolidation inevitable



Source: Nokia 2002.  
Note: SEMC = Sony Ericsson Mobile Communications

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## Market Share Focus Areas



- China
- CDMA
- Japan
- Korea
- New growth markets

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## Capturing Wallet Share



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## The strong and colorful Nokia portfolio

"Turning up the heat!"



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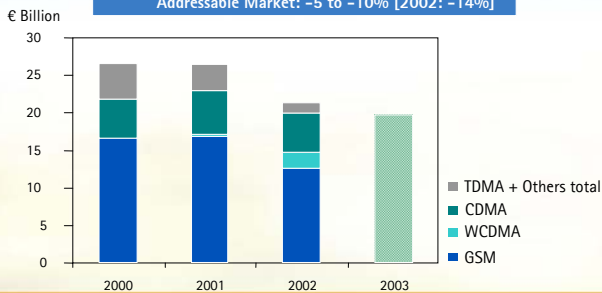
## Nokia Networks "Darwinism"



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## Wireless Networks Market

2003: Total Market: c. -10% [2002: -20%]  
Addressable Market: -5 to -10% [2002: -14%]



Source: Nokia  
Note: Includes radio network and mobile core only.

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## Survival of the Fittest

- This is a good business
- Current demand lackluster
- We are the strongest player
- Healthy competitive environment
- Eventually operators will reinvest
- We will be the winning player



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