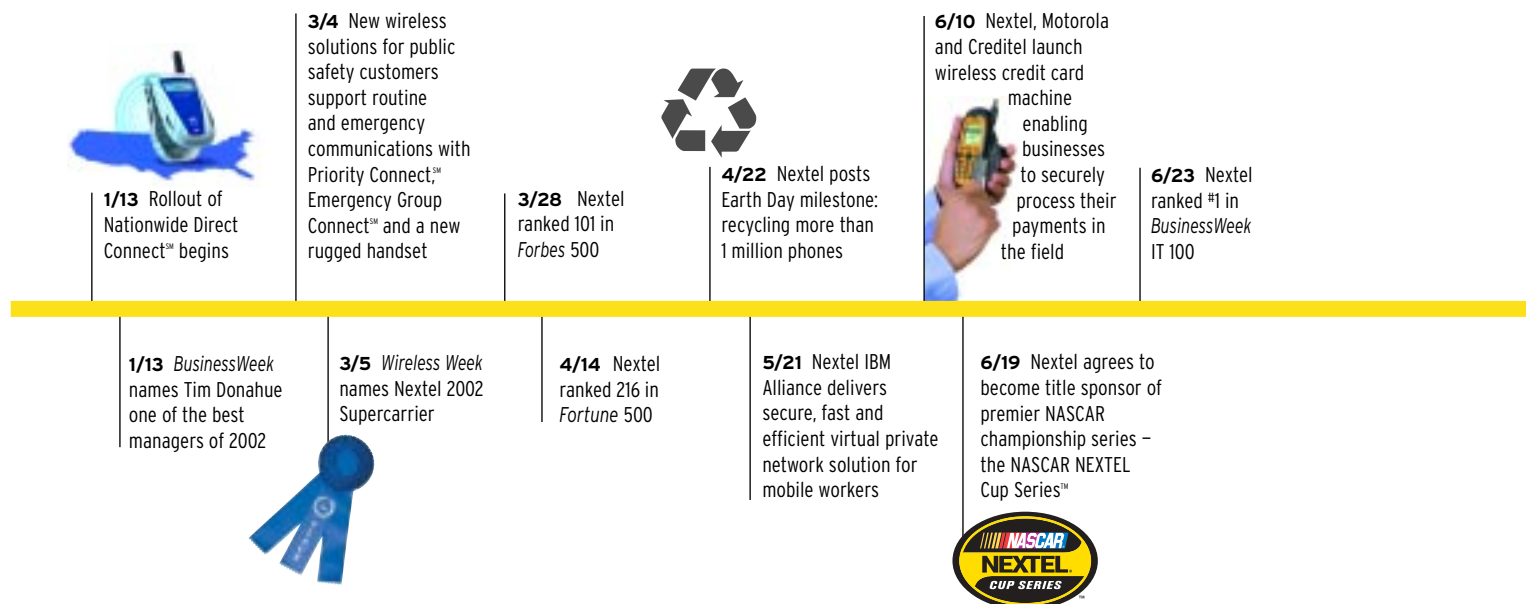


READY. SET. DONE.

2003 HIGHLIGHTS



Nextel Communications, Inc. helps people get things done with differentiated products, services and solutions. More than 12 million subscribers use Nextel digital cellular, Nationwide Direct Connect™ coast-to-coast walkie-talkie, Nextel Mobile Messaging and

Nextel Online® Wireless Web services on the largest guaranteed, all-digital, wireless voice and data network in the country. Together with Nextel Partners, Inc., we serve 293 of the top 300 U.S. markets – where approximately 250 million people live or work.

7/14 Nextel ranked 244 in *BusinessWeek* Global 1000



8/11 nextel.com Web site scores highest among all telecommunications carriers in *BtoB* 2003 Netmarketing 100

8/19 Nextel scores highest in Summer 2003 report by Online Customer Respect Group



9/15 Nextel launches bold and inventive brand celebrating the Doer: NEXTEL. Done.™

11/18 Nextel announces sponsorship of Las Vegas monorail train and Convention Center station



7/29 Nationwide Direct Connect™ rollout completed for the first coast-to-coast walkie-talkie service

8/19 Nextel offers first in-building wireless platform integrating Nextel services and WLAN

9/9 Nextel and NII Holdings, Inc. expand Nationwide Direct Connect™ to parts of Mexico



10/14 In an evaluation of several leading wireless providers, *Good Housekeeping* magazine recommended Nationwide Direct Connect™ service for instant communication in the event of an emergency

12/4 Nextel introduces the first all-weather rugged mobile phone equipped with Nationwide Direct Connect™



Customers subscribe to Nextel services and obtain our innovative products through channels designed to serve them best: a nationwide direct sales force, Authorized Representatives, Nextel TeleSales, nextel.com Web Sales and more than 600 conveniently

located Nextel Retail Stores. People who want to share in our success will find Nextel on the NASDAQ National Market under the symbol NXTL. Nextel Partners is a separate, affiliated company.



DEAR FELLOW SHAREHOLDER:

2003 marked a year of unparalleled accomplishment for Nextel. By any measure, we have done what only two years ago many said was impossible.

We are profitable – and have been for seven consecutive quarters. We have slashed our debt, producing a balance sheet that is among the strongest of the telecommunications companies, many of which carry the investment grade rating. During 2003, each of the major credit rating agencies raised our credit ratings, and recently Standard & Poor's raised Nextel's corporate credit rating to within one notch of investment grade. Our network is recognized by esteemed organizations as one of the best wireless networks. Anywhere. And we continue to attract and retain the industry's most loyal and most valuable customers. Our lifetime revenue per subscriber exceeds our nearest national competitor's by 38 percent.

We have accomplished all this by balancing disciplined financial management with smart strategic investments. Our margins prove it. Our 43 percent margin for operating income before depreciation and amortization in 2003 was the highest in our history, best of the national wireless carriers, five percentage points over last year, and far above the 33 percent industry average. Our revenue increased 24 percent in one year to \$10.8 billion, while free cash flow skyrocketed to \$1.3 billion. This performance enabled us to opportunistically reduce our long-term debt and preferred stock obligations by 24 percent during the year.

We have invested in the tools and technology to deliver industry-leading customer service. State of the art customer care technology; one fully integrated care, fulfillment and billing platform; and standardized national price plans work together to assure customers of a consistent experience – in every contact they have with us. In 2003, we made great strides in identifying and eliminating the root causes of customer dissatisfaction. The evidence is again in the numbers. We reduced monthly churn to 1.6 percent – the best of the national wireless carriers.

We continued to set the pace in product differentiation and innovation. Our launch of Nationwide Direct ConnectSM took the gold standard in walkie-talkie to the next level. The first-of-a-kind service arrived ahead of schedule. And performed with the same sub-second response that “doers” have come to rely on from our one of a kind Push To TalkSM service. Our instant walkie-talkie service now reaches from Hawaii to Maine and across the border to Baja California, Mexico. In 2004, we'll erase borders, extending Direct Connect[®] service into Canada and Latin America. Another area of differentiation is our youth lifestyle brand, Boost Mobile, which launched as a trial in California and Nevada in 2002 and will expand into new markets this year. Innovations to enterprise productivity solutions, such as GPS-based fleet management and asset tracking, are a constant area of focus and collaboration to ensure that we are adding value to our customers' operations. Finally, our trial of wireless broadband in Raleigh-Durham, North Carolina, will demonstrate the market – and profit – potential of wireless Internet access at speeds that rival DSL.



The performance of our network is key to delighting our customers with services that only we can provide. Again in 2003, our customers experienced unprecedented network quality, even as we added 2.3 million net subscribers and increased usage 37 percent. Upgraded network management software and tools have enabled us to reduce the investment required to deliver one of the highest quality user experiences among national wireless carriers. Planned new investments in network expansion this year will bring Nextel's superior all-digital voice and data experience to more customers in more places.

Moving forward, we will continue to find ways to be first, better and different. Our brand launch in 2003 presents the perfect vehicle for telling that story. "NEXTEL. Done.™" celebrates the doers who depend on Nextel. It's a message that resonates with our people and reflects our customers. We also had the opportunity to become the title sponsor of America's number one motor sport. The NASCAR NEXTEL Cup Series™ brings Nextel to 75 million of the most brand-loyal sports fans in the U.S. We are as enthusiastic about enhancing their NASCAR experience as we are about welcoming them as Nextel customers.

Finally, as I write, the Federal Communications Commission continues to wrestle with proposals to address the growing problem of interference to public safety radios. Perhaps by the time this reaches you, the FCC will have taken the significant actions needed to resolve this critical public safety issue. We are proud to stand behind the Consensus Plan with the

men and women of the public safety community, and continue to urge its immediate adoption.


Nextel's success is built first and foremost on People, Service and Value, against which we set goals each year. I am proud to work with the best employees in the wireless industry. I am determined to make Nextel the first telecommunications company that draws customers because of – not despite – the quality of both our network and our customer service. As your chief executive, I assure you that we conduct ourselves with extreme integrity and that our people live by our rigorous Code of Conduct. I am confident that the business decisions we are making will create value for each of us as shareholders.

Our strategic planning and laser-like focus brought us this far. With a renewed view of the market potential, competitive landscape and opportunities we have before us, we have updated and refocused our strategic plan for success in the coming years. Nextel will continue to be first, better and different. We will continue to set the pace for the wireless industry. Though 2003 was a record year, we believe that the best is yet to come.

Sincerely,

Timothy M. Donahue
President and Chief Executive Officer

March 23, 2004



**OUR BUSINESS IS WIRELESS COMMUNICATIONS.
BUT OUR MISSION IS ACTUALLY TO HELP PEOPLE
TALK LESS AND DO MORE.**



WIRELESS PRODUCTS AND SERVICES THAT HELP DOERS GET IT DONE. INSTANTLY. ANYWHERE.



NEXTEL CUSTOMERS KNOW THE ONLY INSTANT IS OUR INSTANT. That's what makes them doers.

To help them do more in 2003, we took instant communications to a whole new level. Our mid-year launch of Nationwide Direct ConnectSM service introduced the first nationwide walkie-talkie. Now every Nextel customer can use the Push To TalkSM service to make instant contact with any other Nextel customer anywhere across the continental U.S. and to and from Hawaii. It was an instant success and nearly 5 million doers had used it by year-end.

More importantly, Nationwide Direct Connect outperformed competitors' walkie-talkies. Their service makes users wait through a long set up process. Nextel provides instant communication for doers. And now ours is going international.

In September, together with NII Holdings, Inc., we extended instant walkie-talkie service across the border into the Mexican state of Baja California. In 2004, we will extend coverage to connect customers in Canada and Latin America.

Plus, we are accelerating our leadership with our Push To TalkSM walkie-talkie service. We will continue to expand Push To TalkSM service geographically to allow our customers to communicate instantly with their customers, suppliers and employees. We will continue to introduce innovative new features such as short-range off-network Push To TalkSM calling for the public service industry. We plan to integrate Push To TalkSM with wireless data, enabling such capabilities as instant voice-enabled email, desktop dispatch and other truly differentiated services that will provide real value to our customers.

At Nextel, we believe our communities should benefit from our technologies as much as our customers do. In 2003, our Nextel Community Connect initiative proved that even old products can still do tremendous good. Our nationwide participation in the Donate A Phone® program with the American Red Cross raised more than \$390,000. Proceeds from recycled phones and other fundraising efforts helped the Armed Forces Emergency Program keep U.S. military families connected with their loved ones. A similar recycling campaign teaming Nextel Retail Stores, the NHL and the Wireless Foundation raised \$25,000 for Hockey Fights Cancer.

BlackBerry 7510™

Customers always ask for compact and productive handsets. In 2003, we introduced the sleekest, most feature-rich phones in our history, featuring high-resolution color screens, rugged designs, and downloadable ring tones and wallpapers. In the fourth quarter, Global Positioning System (GPS) capability became a standard feature in every new Nextel handset so that more customers can take advantage of location-based solutions, including our exclusive audible turn-by-turn driving directions.

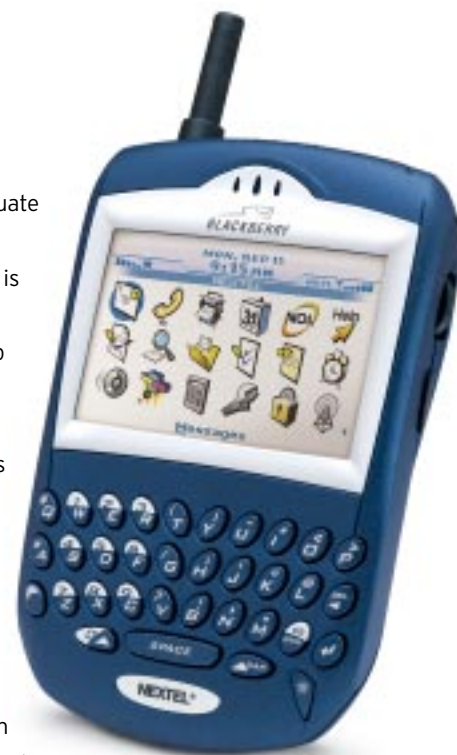
New handsets and devices to be launched in 2004 will do even more. We plan to offer a series of camera phones with flash, including a new international phone for travelers. We just introduced the new color-screen BlackBerry 7510™ from Nextel, which is the first BlackBerry® handheld with walkie-talkie and speakerphone.

To assure that future Nextel products fulfill our objective to be first, better and different, we

created our own research lab to evaluate new and innovative technologies.

One exciting product of our research is Nextel Wireless Broadband™ service, which has now moved outside the lab and into a market trial in Raleigh-Durham, North Carolina. The Nextel Wireless Broadband trial incorporates Flarion Technologies' FLASH-OFDM® technology, which is expected to deliver secure Internet access as fast as DSL, but without the wires. Instead, users get unprecedented mobility and the freedom to connect from anywhere in their coverage area on desktop and laptop computers, PDAs and other devices.

Doesn't stay in one spot all day. Neither should their phone, messaging or broadband services.



EVERY CUSTOMER CONTACT IS ANOTHER OPPORTUNITY TO DO MORE.



NEXTEL HAS THE BEST CUSTOMERS IN THE WIRELESS INDUSTRY. They deserve the industry's best customer service, which is exactly what we continually strive to provide.

In survey after survey by independent rating organizations, Nextel scored in the top tier in customer care, customer satisfaction and customer respect. We continue to lead all national wireless carriers in customer retention. That key performance measure is more meaningful than ever, because Wireless Local Number Portability now allows customers to take both their business and their phone numbers to the carrier of their choice.

So far, switchers are choosing Nextel. We ended 2003 with a net gain of new phone numbers coming in. Now that customers can also transfer landline numbers to wireless phones, we see

number portability as an opportunity to gain even greater share of the telecommunications marketplace.

To make that happen, we need to do more than just improve customer service. Our comprehensive Customer Touch Point strategy allows us to understand better than ever customer expectations at every point of contact.

Every touch point provides an opportunity to anticipate, address and exceed our customers' needs and expectations. We believe that our focus on customer care will result in an increase in customer satisfaction and loyalty, which in turn will result in increased lifetime revenue generated per subscriber.

One factor, above all others, is vital to the ability to satisfy customers: satisfied employees. In 2003, Nextel's overall employee satisfaction, measured on more than 80 key questions, increased to the highest level in our history. At the same time, voluntary employee attrition continued to decline. Our new Employee Lifecycle initiative, supported by the training opportunities of Nextel University, is helping us attract and retain the best and the brightest: employees who exemplify the Nextel culture that places priority on People, Service and Value.

CUSTOMERS WORK WITH US IN WHATEVER WAY WORKS BEST FOR THEM.

THE EARLIEST TOUCH POINTS OCCUR IN OUR MULTI-CHANNEL DISTRIBUTION SYSTEM. It's geared to help doers choose the Nextel products and services they need.

In 2003, we restructured our direct sales organization for smarter, more productive selling. A new sales force automation tool enables account representatives to access comprehensive information to help them better serve their customers. This makes it easy to assemble sales teams with the talents to serve each customer best and become more effective in bringing business solutions to enterprise customers.

We launched a Preferred Partner Program with new incentives for Nextel Authorized Representatives (ARs) to provide them with resources aimed at growing their business, increasing customer loyalty and successfully deploying and retaining their sales forces. Many of our ARs responded by

becoming authorized Nextel service centers, offering customers a more consistent Nextel experience in more locations.

We opened more than 200 new retail stores in 2003. That's zero to 600 stores in three years. We expect to open another 200 in 2004. As Nextel "stores of the future," they'll include systems to make us more efficient, make the customer's experience more meaningful and capture the information we need to enhance our customer relationships.

Web Sales, TeleSales and Nextel Retail Stores channels continue to attract high-quality customers. With convenient service designed for doers, these channels produced 30 percent of all new subscribers.





**YOU KNOW WHO THE DOERS ARE.
THEY ALWAYS HAVE A GOOD ANSWER TO THE
QUESTION "WHAT DID YOU DO TODAY?"**

A NETWORK THAT DELIVERS THE POWER TO DO.



IN 2003, MORE THAN 12 MILLION NEXTEL SUBSCRIBERS logged more than 101 billion minutes of use, pushed the walkie-talkie button more than 75 billion times and transmitted 11.9 terabytes of data. They increased our voice traffic 37 percent from 2002, while enjoying record call-completion rates and industry-leading network quality and reliability – even through blackouts, hurricanes and wildfires.

Nationwide Direct ConnectSM – launched mid-year 2003 – was a technological breakthrough extending Nextel's undeniable leadership in instant communications. Forty percent of our customers have already used the coast-to-coast walkie-talkie, which now includes Push To TalkSM service between the U.S. and parts of Mexico.

Our scalable network is designed to expand efficiently while providing the high-quality experience our customers have come to expect.

We built 1,200 new cell sites in 2003 to improve quality and expand coverage, extending our network to 17,500 cell sites. Our engineering team maintained the network's performance by further developing staff skills and identifying and implementing best network practices. We also relied on advanced system software that automatically relieves network congestion by handing off calls to adjacent cell sites. In 2004, new network management tools will give our engineers nationwide visibility into network components. So instead of reacting to incidents, they can prevent them from occurring in the first place.

Emergencies can happen anywhere. Often where there's no wireless communication coverage for first responders. That's when Nextel's Emergency Response Team (ERT) goes into action. The ERT can rapidly deploy Nextel equipment, services and support wherever wireless communications between agencies and jurisdictions will help authorities bring a situation under control. In 2003, the ERT supported the recovery operations following Hurricane Isabel and the Columbia Space Shuttle disaster. Our unique Satellite Cell Site on Wheels brought Nextel digital cellular, walkie-talkie and data networks to remote areas, so local, state and federal agencies could work together – and get it done.

Satellite Cell
Site on Wheels

Even as network coverage, capacity, reliability and traffic all increased, we reduced our operating cost per minute of use by 21 percent.

For the future, it's all about speed. We've already announced our plans to deploy WiDEN technology, which is designed to increase our network's packet data speed up to four times the current speeds. In Raleigh-Durham, North Carolina, we're testing Nextel Wireless BroadbandSM service, which is expected to deliver untethered Internet access at speeds comparable to DSL.



WIRELESS SOLUTIONS. BUSINESS HAPPENS ANYWHERE.



NEXTEL IS THE WIRELESS INDUSTRY'S LEADER IN HELPING PEOPLE GET THINGS DONE. Our Wireless Business Solutions help companies set the pace in their own fields.

- In St. Louis, doctors and other emergency personnel trace patients from accident scene to ER with a Raytheon-designed system that combines bar code data and GPS-enabled Nextel phones.
- EDS manages trouble tickets and helps technicians solve problems in the field by giving them wireless access to service and repair information.
- The ServiceMaster Company maintains its competitive advantage by utilizing Nextel's Push To TalkSM communication solutions. Implementing this technology allows ServiceMaster to better meet customers' expectations and increase technician

productivity. ServiceMaster is also testing workflow management and GPS application solutions with Nextel.

These are just a few examples of how our business customers save time, cut costs and get more done with targeted solutions we launched for them throughout the year.

Our new solution suite for federal, state and local government supports the inter-agency coordination required in public safety and homeland security. Priority ConnectSM puts public agencies' Direct Connect[®] calls ahead of others in times of potential network congestion. Emergency Group ConnectSM gives priority treatment for participants in Nextel Group ConnectSM calls, which can be initiated with the easy to find red button on the rugged r750plus Advanced Feature Unit phone.

Unlike many hospitals, Shands Health Center at the University of Florida in Gainesville welcomes wireless phones. Ours, that is. As a sign there says: "Nextel is the only system that has coverage throughout the building and can be used in all patient care areas... ." That's because a rooftop cell site, downward tilted outdoor antenna array and 188 in-building antennas designed and installed by Nextel Custom Network Solutions allow Nextel phones to operate at extremely low power anywhere in the facility. So staff, patients and visitors can use their Nextel phones, and not interfere with the quality of care.

i530

With this well-defined offering and our government marketing efforts, the public sector was a significant contributor to new business for the year. Based on our record of government customer retention, we can count on these customers for excellent lifetime revenue.

Customers who need to improve wireless coverage and capacity throughout their buildings and campuses turn to Nextel's Custom Network Solutions. We enhanced this offering in 2003 with a new solution that integrates Nextel services and high-speed wireless LAN, reducing customers' networking costs and complexity. A CNS deployment at John Carroll University delivers reliable voice service and wireless data access, even in basements and elevators all across the 60-acre campus.

Sometimes, simple solutions are the most effective. So we now offer packages of basic data

services that address common needs of general business owners. Asset tracking, time reporting, mobile email and wireless payment are already proving popular with smaller businesses.

Customers at all levels want ease of use. In 2004, we'll simplify and improve the digital experience in a new line of phones. Users will find it easy to manipulate and view pictures, audio files and other multimedia content from their phones as well as manage their phones from their PCs.

At Nextel, we're doing everything we can to provide doers with access to the people, information and applications they need to be more productive.



A close-up, low-angle shot of a person's arm and hand reaching upwards. The person is wearing a white long-sleeved shirt with a dark and light blue striped cuff. The hand is open, palm facing up, in a gesture of agreement or participation. The background is a bright, out-of-focus white wall. The lighting is soft and even.

**IT'S SO MUCH MORE REWARDING
TO WORK IN THE COMPANY OF DOERS.**



THE NEXTEL BRAND. IT'S ALL ABOUT SPEED. PERFORMANCE. TEAMWORK.



FOR PEOPLE WHO START, FINISH AND MOVE ON TO THE NEXT THING, ONE WORD SAYS IT ALL. DONE.

It's in their DNA. And the new branding campaign we launched in September tells them we know who they are. They're people for whom a wireless phone isn't a fashion accessory, but an action necessity. People who know only one way to work and communicate. Instant. To the point. Done. The people we call "Doers."

Our revolutionary campaign began with two weeks of attention-grabbing outdoor teasers. Then it broke with full force on network and cable TV, national print, radio, direct mail and the Web. It was instantly clear we were hitting our target. We saw a three-fold increase in online inquiries the first month. Daily prospect calls increased steadily.

One reason we could so warmly embrace and act on our new brand is that Nextel itself is a company of doers. Like our customers, our employees are in a constant state of action – getting it done. A company so single-mindedly focused on accomplishment, teamwork and leadership needs to proclaim its message from the world's biggest stages.

And in 2003, we had a rare opportunity to become the 10-year sponsor of the NASCAR NEXTEL Cup Series™. It's a perfect fit. Nextel and NASCAR have a shared passion for performance, innovation, loyalty and excellence. There is much we can do for each other.

NASCAR represents an exciting new venue to showcase Nextel products and services. NASCAR's popularity is evident as it is the second-most watched sport on television and boasts sold-out events at race tracks in many of the top U.S.

Nextel is proud of our continuing partnership with Habitat for Humanity. We provide free wireless phones and services to many local Habitat affiliates, and Nextel employees participate hands-on in Habitat projects nationwide. As a wireless provider for the Western States Region, we supplied phones for a Habitat *Blitz Build* project in Albuquerque. Nextel employees were among the 4,000 international volunteers who traveled to Georgia and Alabama for Habitat's annual Jimmy Carter Work Project. Our phones kept doers connected as they built 92 houses in three cities in just one week. Done.

NASCAR NEXTEL Cup Series™ Phone, i736

markets, which provides unique exposure of our products and services to the estimated 75 million fans who lead all sports in brand loyalty. We are working to increase our share of the billions of dollars they spend each year on wireless products and services. Fans snapped up the NASCAR NEXTEL Cup Series Phone and 10 different NASCAR NEXTEL Cup Driver Series Phones we launched just before the 2004 Daytona 500.

At the same time, Nextel represents an opportunity to build NASCAR. We're extending coverage to every NASCAR NEXTEL Cup Series venue and we're using technology to enhance the fan experience. Fans can receive NASCAR alerts and access a real-time leaderboard – all from their Nextel phones. They can also enjoy hands-on racing adventures at The Nextel Experience – our 6,400-square-foot interactive exhibit that travels to every NASCAR NEXTEL Cup Series race. For the first time in 33 years, the title sponsor of

NASCAR's elite series will be able to advertise its involvement with the sport on network television. Nextel has developed a national advertising campaign that pays tribute to the sport's rich heritage and celebrates the "Doers" in NASCAR – the drivers and fans.

Beginning in 2004, we'll also gain huge visibility for our brand from the Nextel-sponsored Las Vegas Convention Center monorail station. Our 15,000-square-foot showcase is expected to become a destination in itself – featuring hands-on, 3D-interactive video displays about Nextel phones, wireless data and networking technology, and business solutions.

And that's the way it's done.



GETTING IT DONE IN RECORD FASHION.

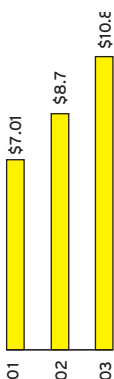
IN 2003, THE 17,000 DOERS WHO ARE NEXTEL

GOT IT DONE LIKE NEVER BEFORE. We added a record 2.3 million net new subscribers (not including Boost Mobile) and produced a best ever total revenue of \$10.8 billion. We generated record earnings of \$1.47 billion and record operating income before depreciation and amortization (OIBDA) of \$4.2 billion. Our 43 percent OIBDA margin continued to lead the national wireless carriers, as did our \$69 monthly average revenue

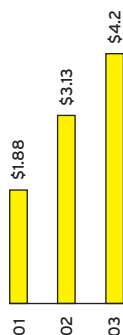
per unit (ARPU) and record customer retention.

Free cash flow soared to \$1.3 billion – a tenfold increase from 2002. We reduced our total debt and preferred stock by 24 percent, to end the year financially stronger than ever, and solidly positioned for future profitable growth.

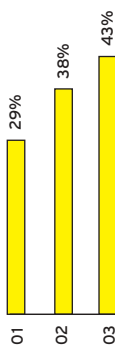
We achieved the best year in Nextel history by executing on all aspects of our strategy to be first, better and different.



Total Domestic Revenue
(\$ in billions)



Operating Income Before Depreciation and Amortization (OIBDA)
(\$ in billions)



OIBDA Margin



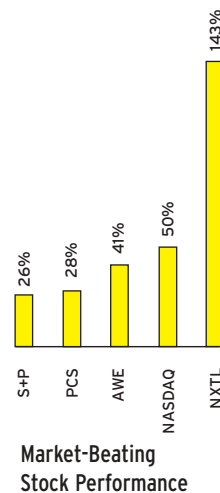
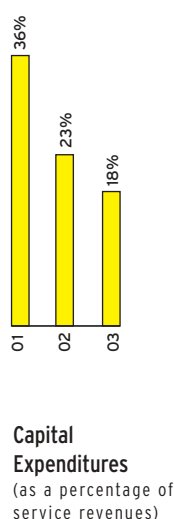
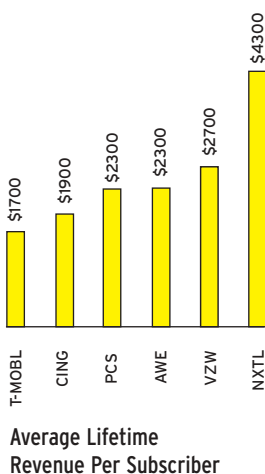
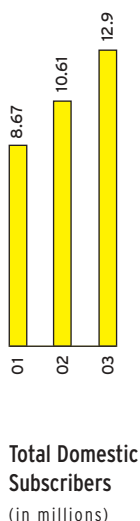
Free Cash Flow
(\$ in billions)

Top-line revenue was driven by customers' strong use of our differentiated products and services. By year-end, 40 percent had used our break-through Nationwide Direct ConnectSM service and more than 90 percent used the walkie-talkie locally. Customers' growing adoption of Nextel Online[®] services and our Wireless Business Solutions fueled an increase in wireless data revenues.

Aligning sales for maximum return is what we call Smart Growth. In 2003, we continued to target the industry's most valuable customers, growing in all sectors. We ended the year with approximately 2.7 million corporate and government customers, 6.1 million small and medium business users and 4.1 million high-value individual users who utilize premium mobile communications features and services.

With our Customer Touch Point strategy driving customer loyalty, we reduced our monthly churn rate for the year to 1.6 percent – that's the best of all national wireless carriers. High customer retention combined with high monthly ARPU increased our industry-leading average lifetime revenue per subscriber to a record high \$4,300 for the year – about one-and-a-half times as much as our nearest national competitor.

Our network supported a 37 percent increase in minutes of use from 2002, providing customers the coverage and quality they demand. Thanks to capital efficiency initiatives such as directed retry and our frequency-planning tool, we held capital expenditures to a relatively flat \$1.8 billion year-over-year. Our cap ex-to-service revenues ratio of 18 percent was lowest among the national wireless operators.





Strategic sourcing initiatives and efficiencies from our integrated billing, care and collection system helped us to hold the line on costs, and post the highest OIBDA margins of all national wireless carriers.

Our solid 43 percent OIBDA margin for 2003 was a five-percentage point improvement over 2002. More importantly, we have now posted OIBDA margins in excess of 40 percent for seven consecutive quarters. Our ability to generate strong free cash flow allows us to make smart network and other investments that are designed to serve as the groundwork for continued profitable growth.

In 2003, our debt and preferred stock buy-backs, retirements and refinancing will save the company approximately \$375 million per year in interest and dividends. We reduced our total debt and preferred stock to approximately \$10.1 billion. Year-end debt and preferred stock, net of cash and short-term investments, was approximately \$8.2 billion. And our ratio of long-term debt and preferred stock to annualized 4Q 2003 OIBDA now stands at 2.2 times, down from 3.8 times just one year ago. Reflecting our stronger financial position, stockholders' equity grew 105 percent in 2003 to \$5.8 billion while the price of our stock increased 143 percent per share.

BOARD OF DIRECTORS



William E. Conway, Jr.
Chairman
Nextel Communications, Inc.
and Managing Director
The Carlyle Group



Morgan E. O'Brien
Vice Chairman
Nextel Communications, Inc.



Timothy M. Donahue
President and
Chief Executive Officer
Nextel Communications, Inc.



Keith J. Bane
Retired



Frank M. Drendel
Chairman and
Chief Executive Officer
CommScope, Inc.

OFFICERS

Timothy M. Donahue
President and
Chief Executive Officer

William G. Arendt
Senior Vice President and
Controller

Richard LeFave
Senior Vice President and
Chief Information Officer

Paul H. Blalock
Vice President
Investor Relations

Thomas N. Kelly, Jr.
Executive Vice President
and Chief Operating Officer

Robert S. Foosaner
Senior Vice President and
Chief Regulatory Officer

Brian Meadows
Senior Vice President
Supply Chain Management

Elizabeth R. Brooks
Vice President
Corporate Communications

Paul N. Saleh
Executive Vice President
and Chief Financial Officer

Limond Grindstaff
Senior Vice President
Engineering and Operations

Marc Montagner
Senior Vice President
Business Development

Christie A. Hill
Vice President
Governance and Corporate
Responsibility and
Corporate Secretary

Barry J. West
Executive Vice President
and Chief Technology Officer

Randall C. Harris
Senior Vice President
Human Resources

Richard W. Orchard
Senior Vice President and
Chief Service Officer

Richard S. Lindahl
Vice President and Treasurer

Mark Angelino
Senior Vice President
Industry Sales and Services

Robert L. Johnson
Senior Vice President
National Field Operations

Christopher Rogers
Senior Vice President
Strategic Alliances

Leonard J. Kennedy
Senior Vice President
and General Counsel

Mark Schweitzer
Senior Vice President
Marketing

Nextel's Senior Management Team as pictured on pages 2 and 3 (left to right): Timothy M. Donahue, Thomas N. Kelly, Jr., Elizabeth R. Brooks, Barry J. West, Robert S. Foosaner, Randall C. Harris, Christie A. Hill, Leonard J. Kennedy, Paul N. Saleh and Christopher Rogers.



V. Janet Hill
Vice President
Alexander & Associates, Inc.

William E. Kennard
Managing Director
Telecommunications
and Media
The Carlyle Group

Stephanie M. Shern
Chief Executive Officer
Shern Associates, LLC

Dennis M. Weibling
Chief Executive Officer
Teledesic Corporation

INVESTOR INFORMATION

General inquiries from stockholders concerning Nextel investor communications, or to receive an investor package, please contact:

Investor Relations
2001 Edmund Halley Drive
Reston, VA 20191
(703) 433-4300
Email:
investor.relations@nextel.com

Stock Listed:
NASDAQ: NXTL

Transfer Agents/Registrars
Class A Common Stock and
Zero Coupon Convertible
Preferred Stock

EquiServe Trust Company, N.A.
P.O. Box 43069
Providence, RI 02940-3069
(888) 790-8112
www.equiserve.com
Hearing impaired #:
TDD (800) 952-9245

Bonds
BNY Midwest Trust Company
2 North LaSalle Street
Chicago, IL 60602
(312) 827-8547

Independent Auditors
Deloitte & Touche, LLP
1750 Tysons Boulevard
McLean, VA 22102

Annual Meeting
The annual meeting of stockholders will be held on Thursday, May 27, 2004 at 10:00 a.m. ET at:
The Hyatt Regency Reston
1800 President Street
Reston, VA 20190
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This 2003 annual report contains forward looking statements under the Private Securities Litigation Reform Act of 1995. These include forward looking statements concerning expected technological improvements, new products and services, operating results, cost savings and liquidity levels that are based on the expectations of our management as of the date of this annual report. They can be identified by the use of forward looking words such as "believes," "expects," "plans," "may," "will," "would," "could," "should," or "anticipates" or other comparable words, or by discussions of strategy that may involve risks and uncertainties. However, these statements concern events in the future that we may not be able accurately to predict or over which we have no control. We caution you that actual results may differ materially from those contained in the forward looking statements as a result of uncertainties and risks, including those relating to economic conditions in our targeted markets, performance of our network and systems, timely development and delivery of new technologies, competitive conditions, market acceptance of our services and those set forth under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our annual report on Form 10-K for the year ended December 31, 2003 filed with the Securities and Exchange Commission. This 2003 annual report speaks only as of its date, and we disclaim any duty to update the information herein.

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