Summary of the Day

Jorma Ollila
Chairman & CEO
Nokia

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Regional Key Targets

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Regional Key Targets for Nokia

Americas

- Leverage the GSM/EDGE infrastructure opportunity in Americas
- Rollout GSM/GPRS/EDGE 800/1900 mobile phones portfolio
- Increase market share in CDMA phones

Europe & Africa

- Ensure 35% market share in WCDMA infrastructure and maintain good profitability
- Drive replacement market through new, exciting product portfolio

Asia Pacific

- Increase market leadership position in China in Phones & Networks
- Maintain leading position SEAP in Phones & Networks
- Increase market share in Japan & Korea

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New Innovation In Mobile Terminals

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Looking into 2002

Colour

Imaging

MMS

What makes the Difference in the Mobile World in 2002

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Leading portfolio in Mobile Terminals

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Nokia – Leadership in Product portfolio

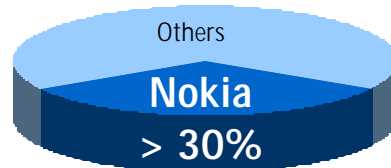Continuously renewed
portfolio of segmented
categories

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Nokia
- Leading Wireless
infrastructure
Vendor

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Nokia – Leading Wireless infrastructure Vendor

- TDMA to GSM/EDGE migration in the Americas
- WCDMA in Europe
- WCDMA in Japan & Korea
- 3G economies of scale
- Operator Consolidation

WCDMA 3G market shares

Others

Nokia > 30%

Nokia Networks has an enormous opportunity ahead in the next 3 years

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Open Mobile Architecture

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Open mobile architecture initiative

- Non-fragmented global market for the next generation of mobile services

- Participants commit to products and services based on open mobile architecture enablers

- Other companies are all welcome to join in building a common future on open standards and shared architecture

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Excellence in Execution

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Flexibility, Efficiency & Profitability

- Systematic outsourcing of non-core activities

- Efficient logistics management

- Continous leadership in R&D efficiency

- Continuous & proactive adjustment
  to the industry environment

- Nokia headcount expected to remain broadly unchanged
- Nokia Capex expected to remain stable
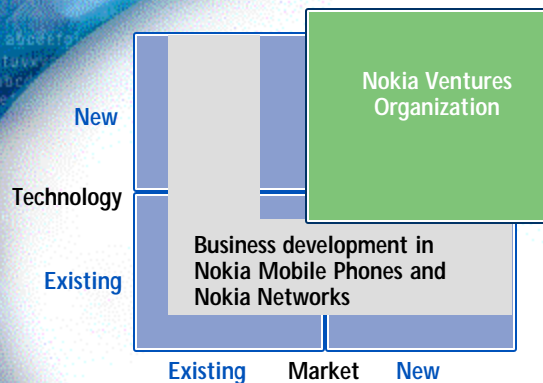- Continued improvement in NWC management

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New Business Development & Renewal at Nokia

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New Business Development at Nokia

Nokia Ventures Organization

New

Technology

Existing

Business development in Nokia Mobile Phones and Nokia Networks

Existing **Market** **New**

- Nokia Networks & Mobile Phones expand current technologies & markets
- Nokia Ventures looks into new technologies & new markets
  - Nokia Internet Communications
  - Nokia Home Communications
  - Several small venture start-ups

New business development & Continuous Renewal throughout Nokia's organisation

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The 'Nokia Way' in the organisation

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Distinctive Way of Operating –
The Nokia Way

Culture

Values

Attitudes

Management Behavior

Current times require:
- Courage and determination
- Innovation
- Managed risk taking
- Enthusiasm
- Action instead of words

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NOKIA
CONNECTING PEOPLE

NOKIA