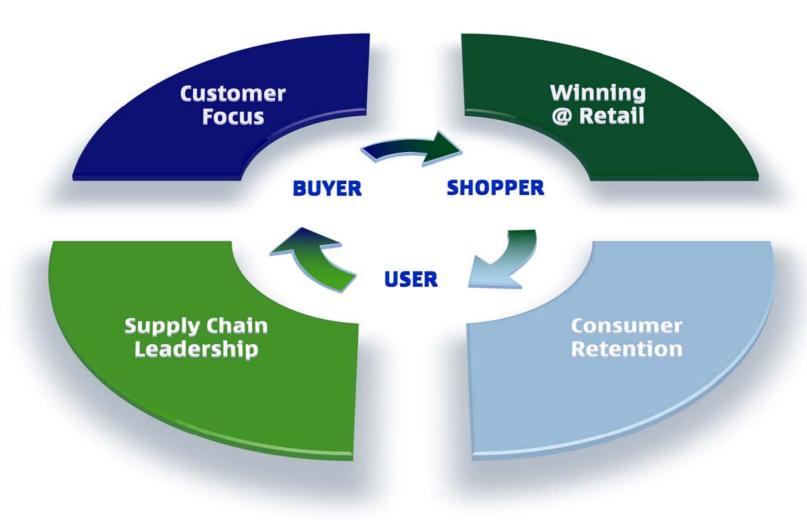


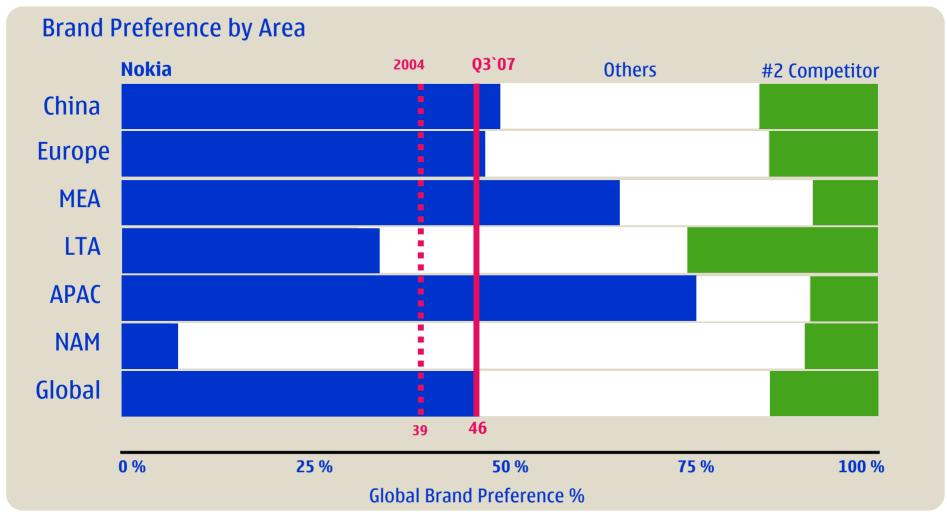
# **Customer and Market Operations Strategic priorities**





# Nokia wins consumer hearts by 4:1 margin...





**Source:** Global Brand tracking data ex Japan-Korea. Brand preference weighted by population.



# Consumer centric response to retention challenge



Product and functionality designs



Marketing messages



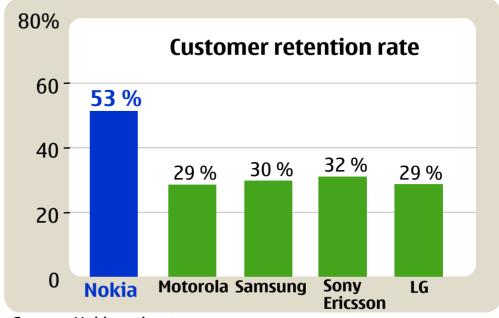
**Accessories** 



Competitive response



Retention deals for Nokia consumers



**Source:** Nokia estimates



**Customer care** 



**Channel collaboration** 



### Distribution and retail trends



- Growing retail presence for retailers, operators, manufacturers
- Online will be a growth channel for device and service sales
- Operator-driven markets: operators retain position in distribution, use of subsidies
- Growth markets: new operators enter into handset distribution
- Services: operators in many markets adopt open internet approach
- Environmental responsibility increasingly considered at point of purchase



## The world and Nokia offering are changing

• Go-to-Market: Integrate Device and Service offerings into compelling solutions and experiences

Mobile device value proposition: Design, Size, **Price** 

**Convergence device value** proposition: **Integration of new function** with phone and offering first Experiences

Mobilizing Web2.0 and Mobile **Services Business:** Everything that you can do is the value proposition!













Photos Games













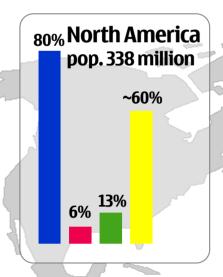


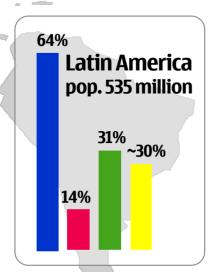
## Case UK – Launch of N95:

- Well planned & successful Go-to-Market
- N95 became best-selling product in record-time
- Nokia volume share from number 3 to number 1 in just a few months
- Carphone Warehouse: "best product launch ever"

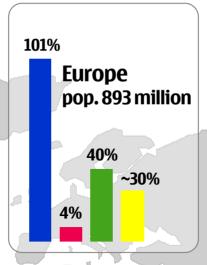


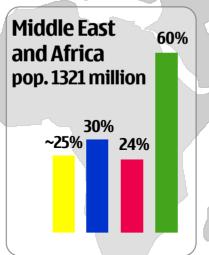
## **Area snapshots**

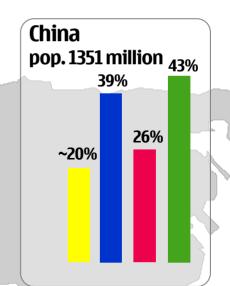


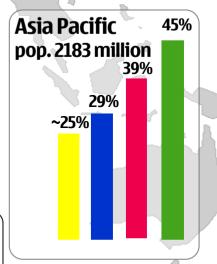


**Source:** Nokia estimates











Q3: Market volume growth (YoY) %

03: Nokia volume share %

2007: Market renewal rate % Definition: replacement rate that shows % of the subscriber base that purchase a device in a year

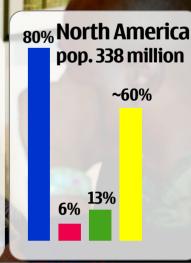




# North America - Improving market performance

#### **Market trends**

- Market for handsets remains challenging
- Carriers drive gross ads, execute retention strategies
- Carriers push 3G offerings in order to grow data ARPU
- Emerging signs of changes in distribution channels (i.e. iPhone)



- N95 to open distribution
- Nokia is shipping a more complete GSM/WCDMA lineup
  - Market share improvements
- As our new CDMA products start shipping, we expect improvements in our market performance

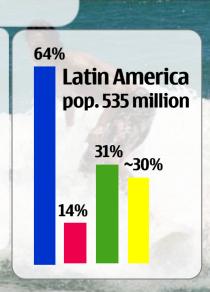


# Latin America - Replacement sales drive market growth

#### **Market trends**

- Market growth will be increasingly driven by replacement sales
- Subsidies from low-end to service usage -> higher-end devices
- Still significant focus on entry
  - drives volume growth in high subscription growth areas

- Strong local presence and commitment
- No. 1 manufacturer in the region
- Close customer cooperation
- Front-runner in new mobile technologies





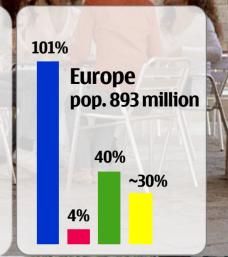


# **Europe**

- A continuously dynamic marketplace

#### **Market trends**

- Replacement 76% of volume
- Growth potential in Eastern Europe
- Motorola declining, Samsung stepping up, iPhone entering Europe
- Further operator consolidation
- Vodafone launch of own brand devices





- Successful Go-to-Market activities
- Agreements with key operators to roll out Ovi
- Re-gained clear market share leadership in UK

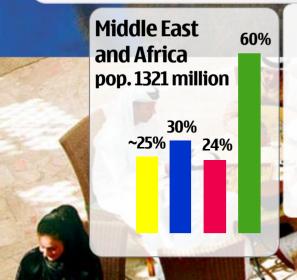


# Middle East and Africa

- Evolving towards more than subscriber growth

#### **Market trends**

- Regulators issue new licenses increased competition
- Motorola declines across all markets, Samsung and SE remain competitive
- Further consolidation and expansion of main regional operators
- Vodafone launch of own brand devices in various markets



- Consolidated the undisputed leadership position in both volume and value
- Further expanded domestic distribution network
- Retail management initiatives supported by field forces

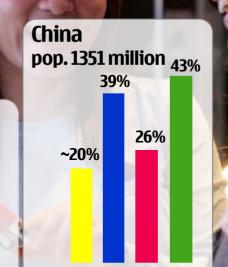


## **China**

Expanding rural and brand presence

#### **Market trends**

- Uncertainty about 3G technology evolution in PRC
- Penetration in rural areas to 21% by end 2007 and to 26% by end 2008 (estimates)
- Growth mainly from entry devices



- Building the infrastructure to create affordable and sustainable sales in Rural Areas
- Working closely with Operators in developing rural, retention and preparing for 3G
- Integrating Nokia's brand into the community
- Expanding Branded Retail Presence
  - Nokia Store Network, Launch of Shanghai Flagship



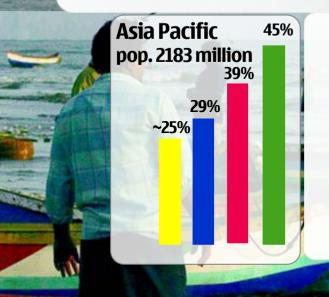


# **Asia-Pacific**

- Strong continued growth

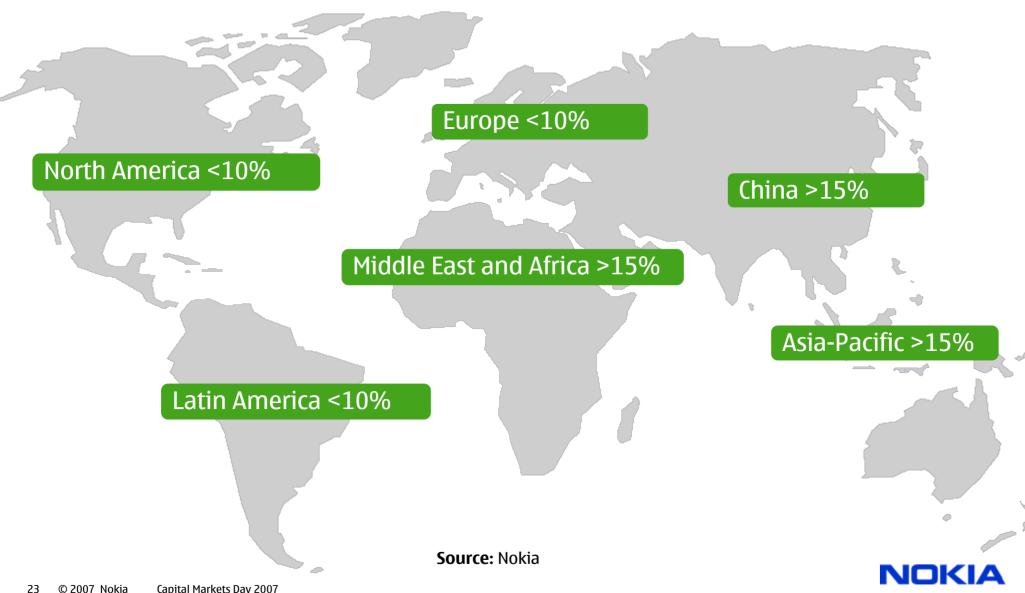
#### **Market trends**

- APAC market continued to show double digit volume growth due to
  - Increased penetration in rural & smaller towns
  - Increased handset affordability
- Organized retail emerging in select markets e.g. India, Thailand



- Estimated volume & value share for SEAP maintained above 60%
- Strong performance of high value products
- Brand preference strengthened significantly including among the youth segment

## **Device industry volume growth estimates in 2008**



## **Summary**

- Strong brand continues to support both device sales and entry into consumer internet services
- Opportunities to enhance consumer loyalty through effective retention activities
- Importance of retail is a global trend, Nokia continues to develop retail management
- We continue to leverage our brand, scale and distribution power through effective Go-to-Market



