



NOKIA

Networks business

Creating value through services

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Nokia Services at a glance

€9bn

37% of total Networks
business net sales in 2015

One

services strategy

38 000

services experts

€49bn

services primary market
in 2016

Multi

technology & vendor

End-to-end

portfolio

Global

scale & market reach

Source: Nokia estimate

Market drivers

Traditional models are being disrupted while new opportunities emerge



New customer
segments and
services



True multi-vendor
environment



Everything
as a Service



Automation



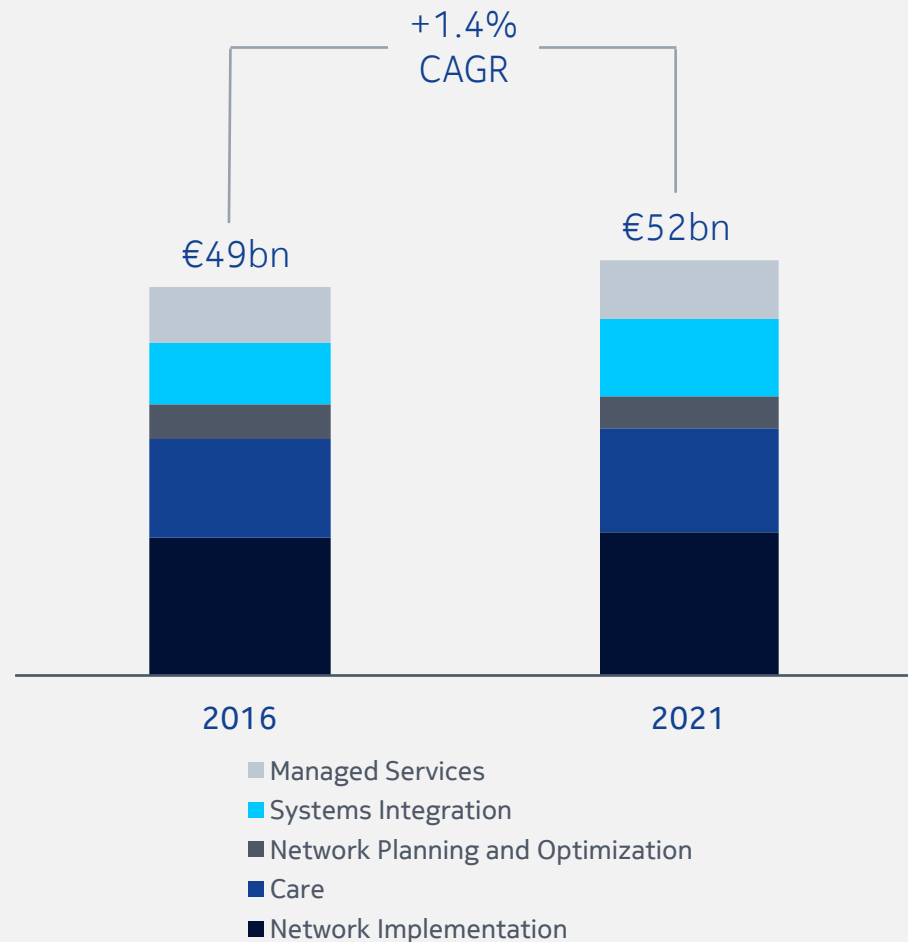
Workforce of
the future

Services

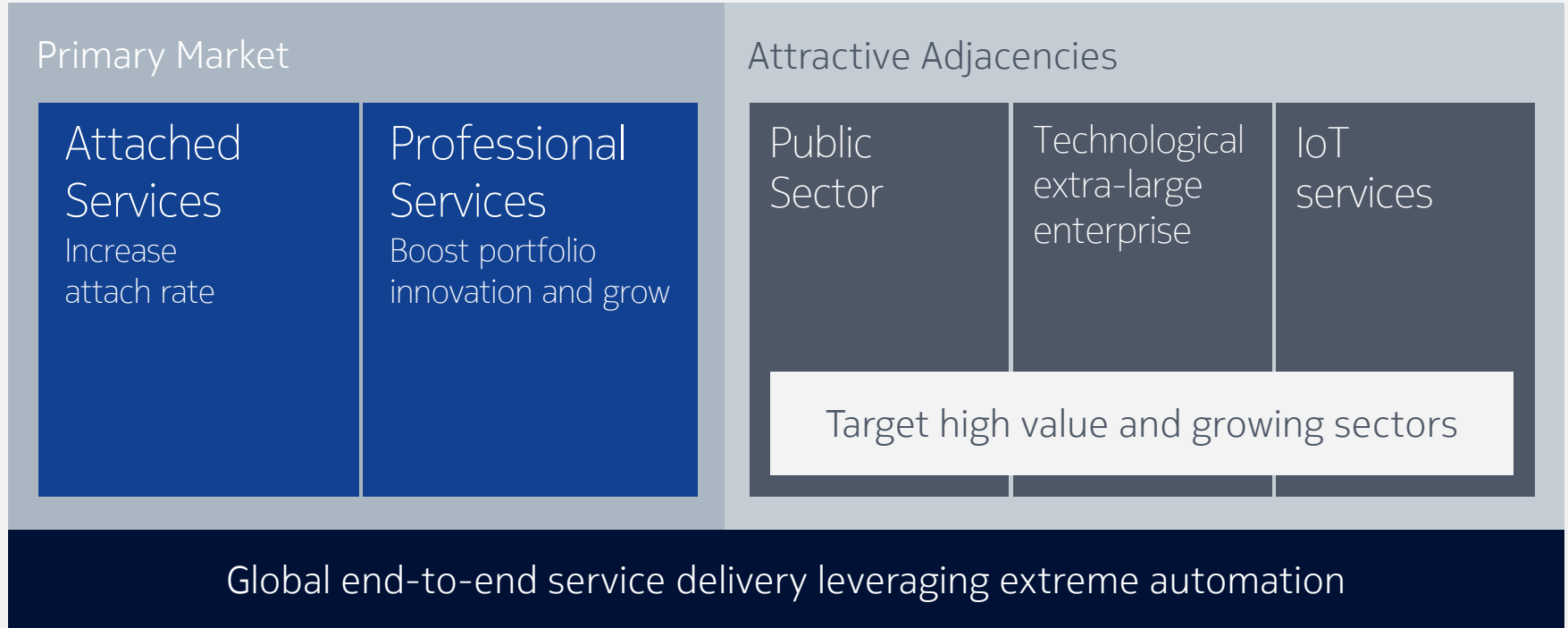
Primary market outlook

- Network Implementation
- Care
- Network Planning and Optimization
- Systems Integration
- Managed Services

Source: Nokia estimate



Services is a strategic differentiator for Nokia



Higher returns through focused and disciplined growth

Required investments already factored into long-term Networks guidance

Primary market

Boosting professional services in:

- Transformation
- Predictive services
- Cloud services
- Everything as a service



Attractive adjacencies

Target high value and growing sectors:

- Public sector
- Technological extra-large enterprises
- IoT services



Global end-to-end service delivery

Nokia has achieved excellent efficiency through global service delivery



Global service delivery today

10

years of
centralized
delivery

47%

of work
performed
remotely

9 000

people



Global end-to-end service delivery

Disruptive innovation in services delivery – leveraging extreme automation

Workforce
of the future



Nokia AVA



Extreme
automation



Virtualization



Intelligent
analytics

Global end-to-end service delivery

Disruptive innovation in services delivery – leveraging extreme automation

**Workforce
of the future**



Augmented reality
Digital assistant
Drones
Crowdsourcing

Nokia AVA



**Extreme
automation**



Virtualization



**Intelligent
analytics**

Global end-to-end service delivery

Disruptive innovation in services delivery – leveraging extreme automation

Workforce
of the future



Nokia AVA



**Extreme
automation**



Virtualization



**Intelligent
analytics**

1000 robots
5x faster
100% right

Services

Nokia will achieve the EUR 1.2 billion cost savings target

Extreme
automation

Tool, process
& delivery
model
harmonization

Continuous
transformation

Services

Looking forward

2016



- Launched data center services, XaaS and 5G transformation consulting
- Launched Nokia AVA
- Opened centers for cloud design and delivery
- Focused on execution & integration

2017



- Expand service portfolio & footprint in adjacencies
- Address increasing complexity with new professional services portfolio & multivendor capabilities
- 2nd gen robots in delivery, artificial intelligence
- One set of processes & tools

2018



- Analytics as a differentiator
- Evolve professional services portfolio with advanced SI, SW & XaaS driven solutions
- Accelerate 5G adoption & transformation
- Leverage crowdsourcing and wider delivery ecosystem
- Self-healing services

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