



Leading the Transformation

NOKIA

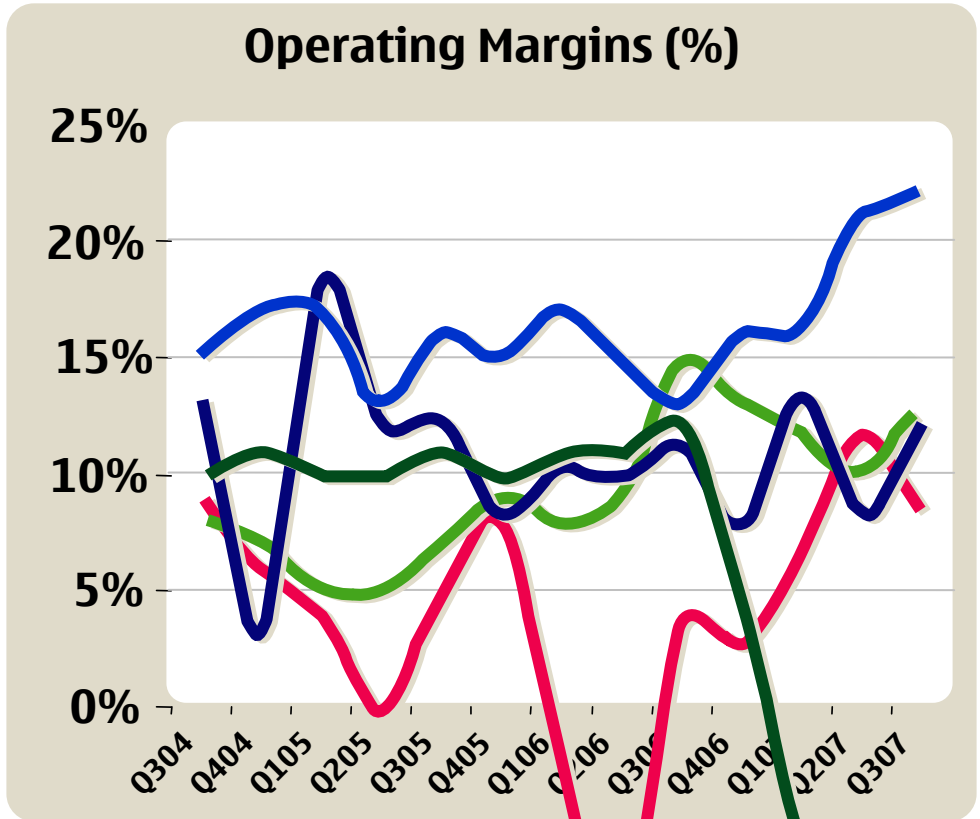
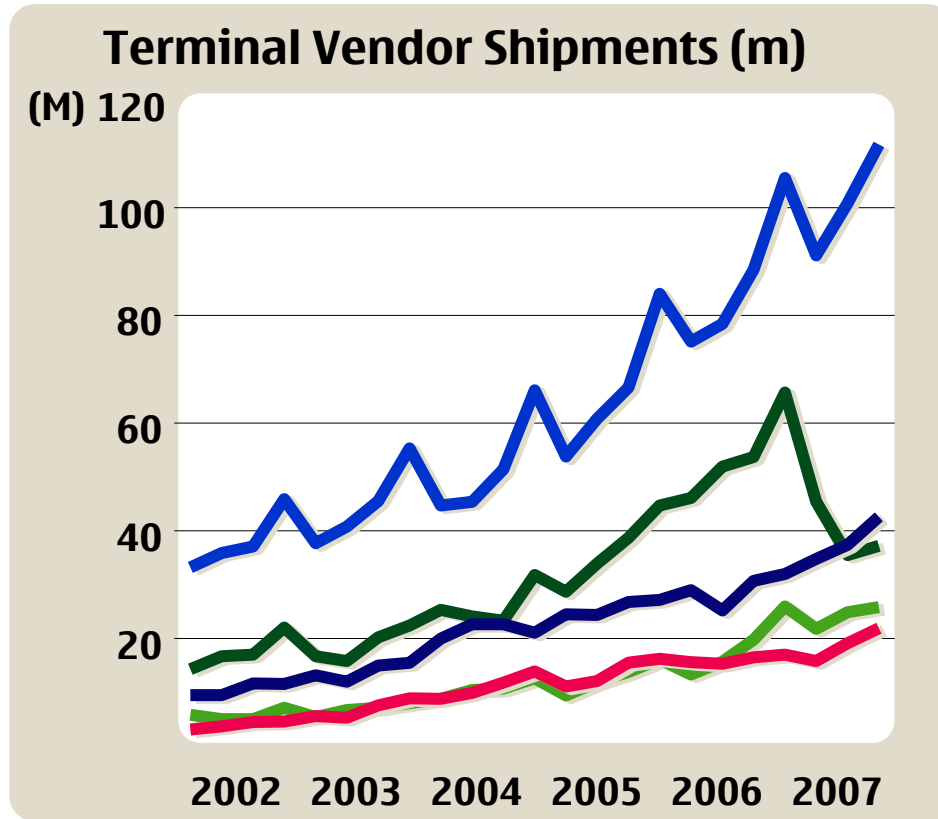
Jean-Francois Baril
Senior Vice President
Sourcing

A photograph of two people playing table tennis on an outdoor table. The table is blue with a white net. One person, wearing a grey long-sleeved shirt and dark pants, is standing on the left side of the table, holding a red paddle. The other person, wearing a dark blue and red plaid shirt, is on the right side, also holding a red paddle. A white ball is in the air near the center of the table. The background is a paved area.

Enabling devices
increased **margins**
and **market share**

NOKIA

Pull-driven Supply Chain



■ Nokia
 ■ Samsung
 ■ Motorola
 ■ SonyEricsson
 ■ LG

Source: Nokia

The results are visible in the Top Line...

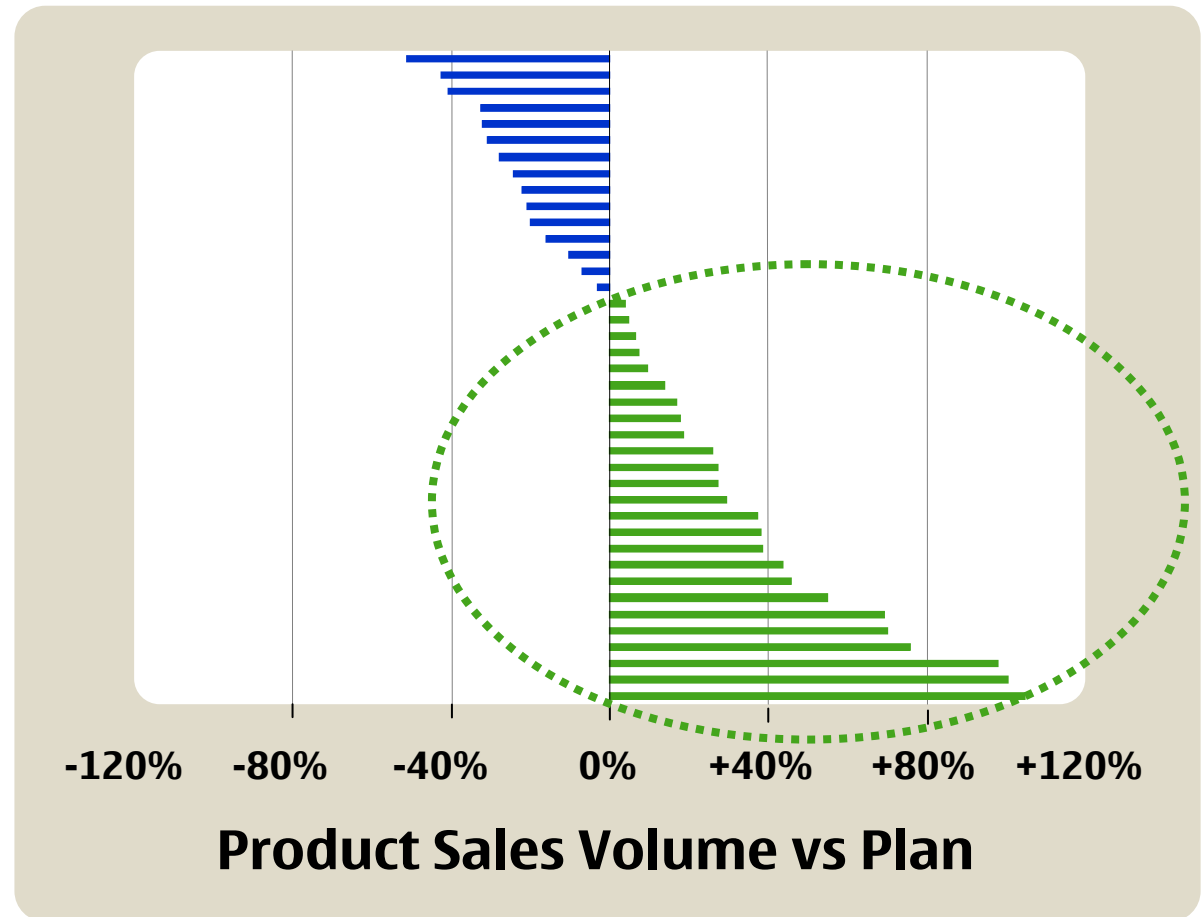
Supply flexibility management & Product introduction

Market share opportunity
captured:

~10's of millions units

Revenue opportunity
captured:

~Billions €



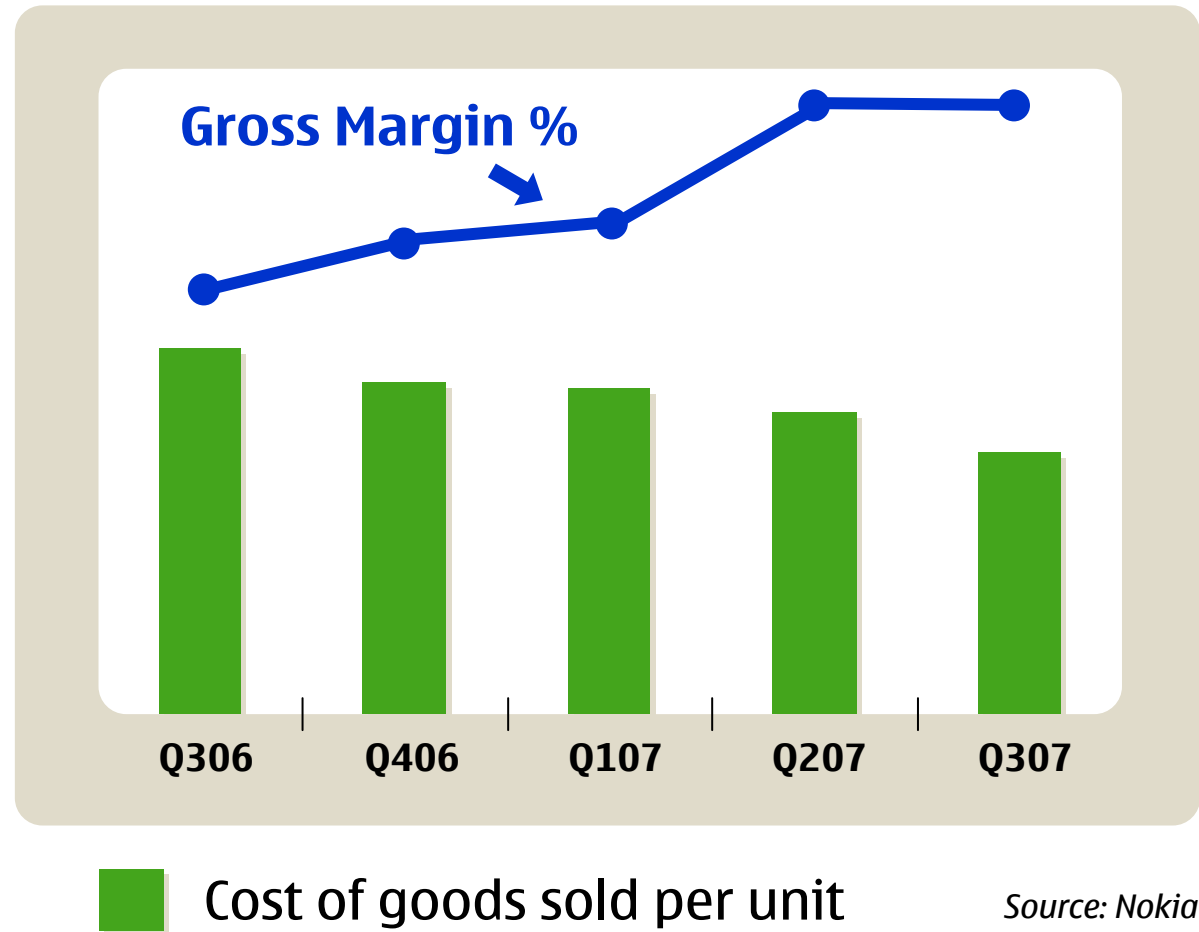
Source: Nokia

Bottom Line...

Economies of scale and product cost management

Gross Margin opportunity
captured:

~100's of millions €

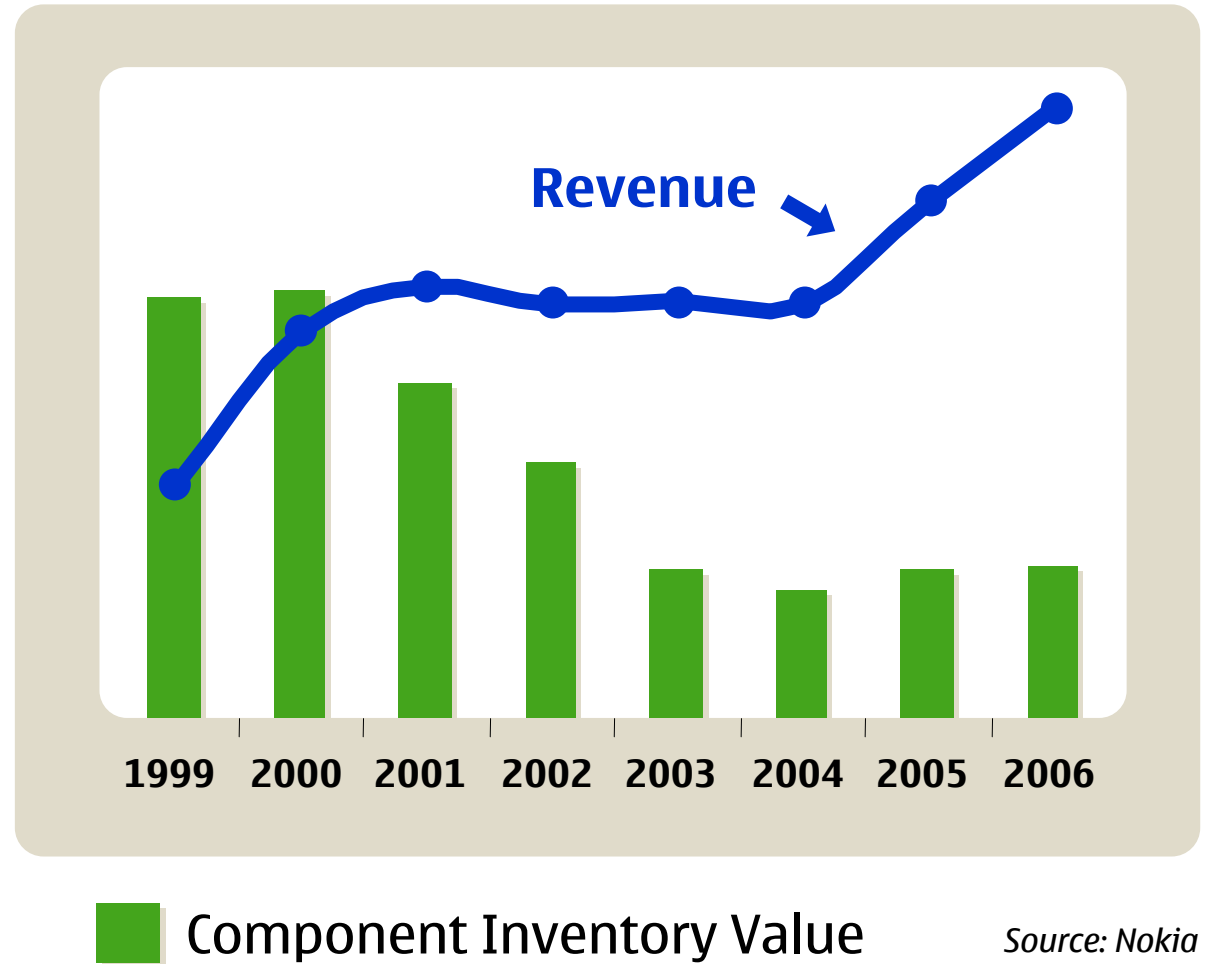


...and Balance Sheet

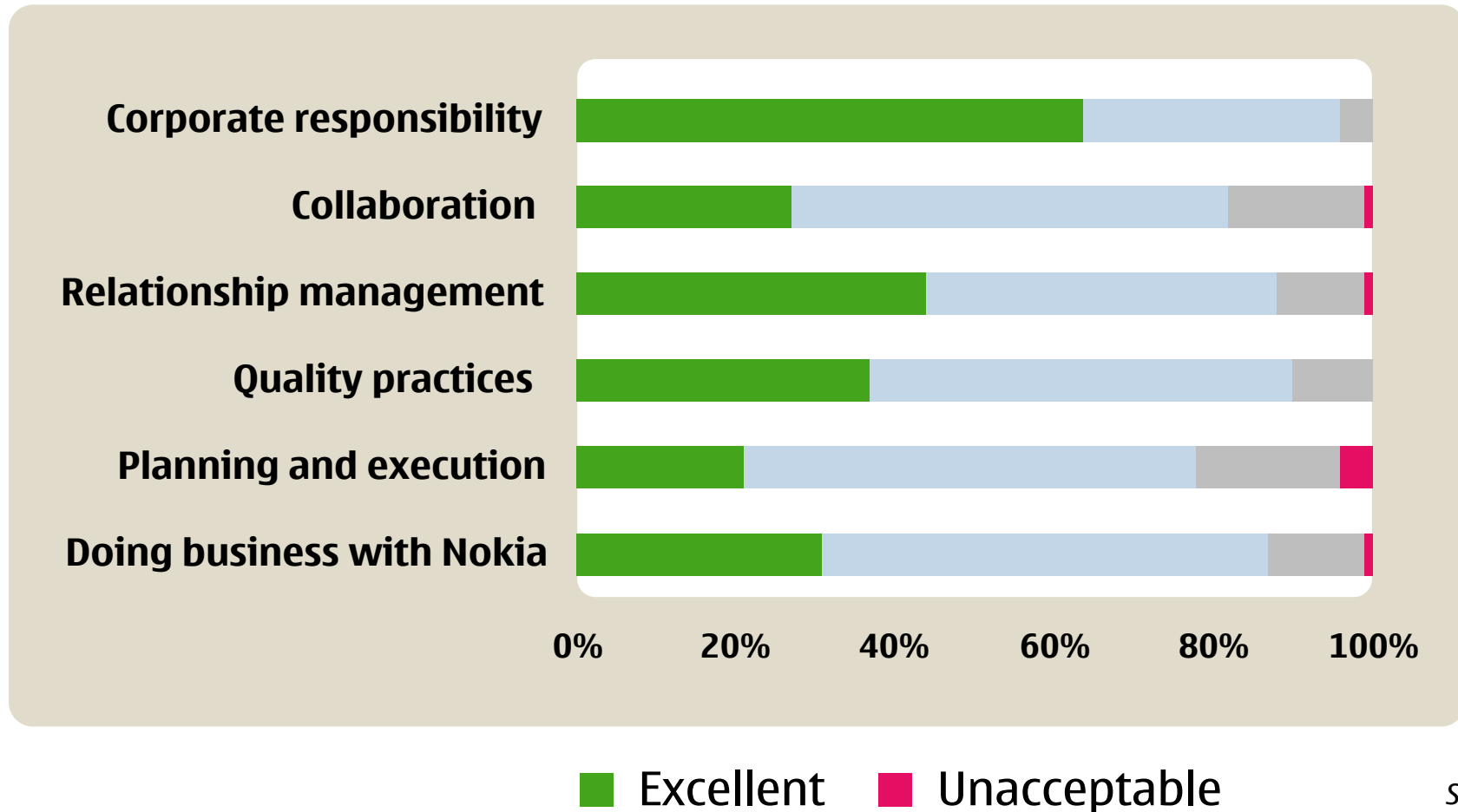
Inventory management

Cash flow opportunity captured:

~100's of millions €



Supplier Survey



Source: Nokia

World number one Supply Chain

“As a pioneer in value chain strategy, Nokia has led in **supplier development**, sales & operations planning, and **collaborative product development**”

1. Nokia

2. Apple

3. Procter & Gamble

4. IBM

5. Toyota Motor

Research criteria

- Financial performance
- AMR expert evaluation
- Peer assessment

Source: AMR Research Supply Chain Top 25 for 2007 (<http://www.amrresearch.com/supplychaintop25/>)

A photograph of four men in a meeting. One man in the center holds a large sheet of paper, and another on the right holds a folder. They are all smiling and looking at the documents. The text 'But this is not ENOUGH!' is overlaid in the center. The word 'ENOUGH!' is in green, while the rest is in white.

**But this is not
ENOUGH!**

NOKIA

Transforming mobility and the internet

**Way of
Working**

**Capturing fast benefits
of new business models**

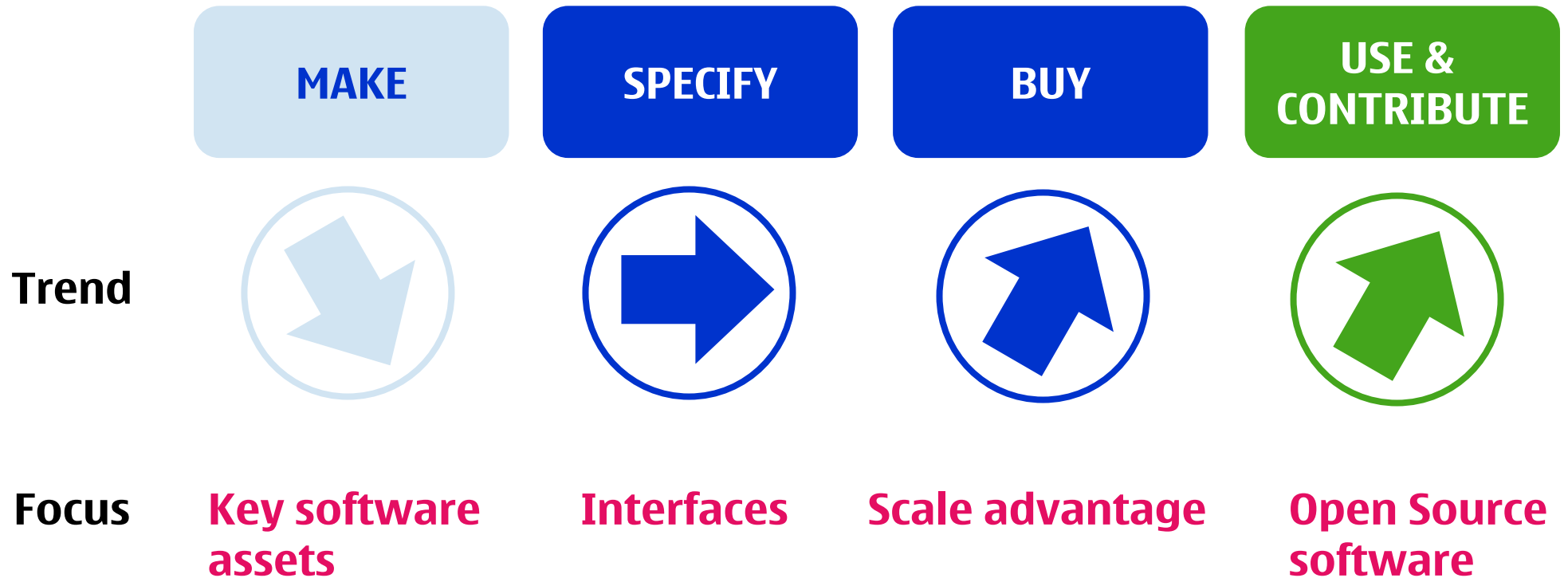
Working only with the best suppliers

Enhanced collaboration

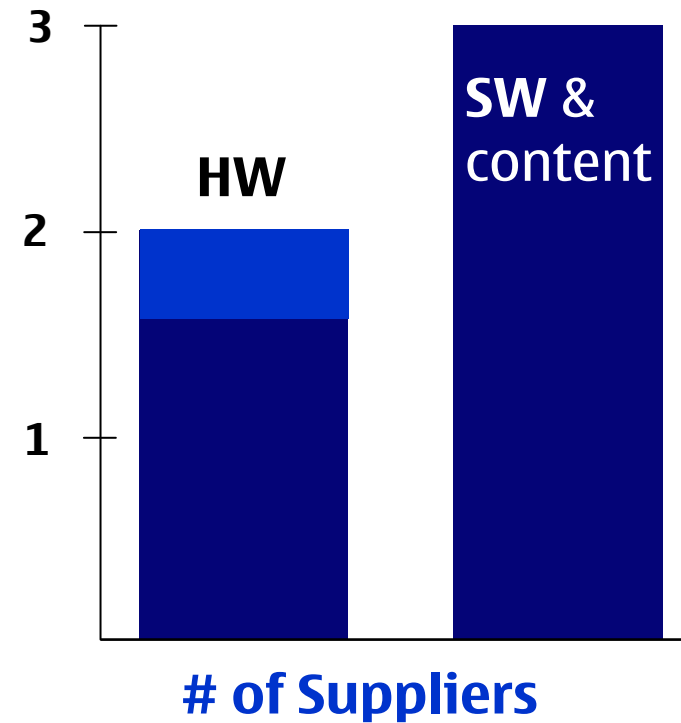


**SUPERIOR and PROFESSIONAL EXECUTION
in Technology Planning, Quality, Supply and Cost**

Technology management modes for future growth



Working **only** with the best suppliers..



..and Supplier Portfolio

Enhanced collaboration

Human and business leadership

Supplier

- Capabilities
- Scale
- Innovation



Passion and Trust

Co-creation

Rewards

Risk Management

Nokia

- Technology planning
- Product
- Logistics



Thank you.

NOKIA
Connecting People